

Notice of Meeting

Children, Families, Lifelong Learning & Culture Select Committee



Date & time	Place	Contact	Chief Executive
Monday, 21 September 2020 at 10.00 am	REMOTE MEETING Streaming here: https://surreycc.public-i.tv/core/portal/home	Benjamin Awkal, Scrutiny Officer Room 122, County Hall Tel 020 8213 2502 benjamin.awkal@surreycc.gov.uk	Joanna Killian We're on Twitter: @SCCdemocracy

Elected Members

Amanda Boote, Mr Chris Botten (Vice-Chairman), Mrs Liz Bowes, Mr Robert Evans, Mrs Kay Hammond (Chairman), Mrs Yvonna Lay, Mr Peter Martin, Mrs Lesley Steeds (Vice-Chairman), Ms Barbara Thomson, Mr Chris Townsend, Mr Richard Walsh and Mrs Victoria Young

Independent Representatives:

Mr Simon Parr (Diocesan Representative for the Catholic Church), Mrs Tanya Quddus (Parent Governor Representative) and Mr Alex Tear (Diocesan Representative for the Anglican Church, Diocese of Guildford)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Children's Services (including safeguarding)
Early Help
Corporate Parenting
Education
Special Educational Needs and/or Disabilities
Adult Learning
Apprenticeships
Libraries, Arts and Heritage
Voluntary Sector

Please note that due to the Covid-19 pandemic, all future meetings of the Committee will be conducted remotely until further notice. These meetings will be streamed live on the council's website, allowing the public to observe proceedings. All meeting papers, decision sheets and minutes will continue to be published on the council's website.

AGENDA

7 NO WRONG DOOR TASK GROUP REPORT

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Purpose of the report:

To apprise the Select Committee of the work, findings and recommendations of the No Wrong Door Task Group.

**Joanna Killian
Chief Executive**

Published: Friday, 18 September 2020

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE
SELECT COMMITTEE

MONDAY 21 SEPTEMBER 2020



THE REPORT OF THE NO WRONG DOOR TASK GROUP

Purpose of report: to apprise the Select Committee of the work, findings and recommendations of the No Wrong Door Task Group.

Executive summary

1. Between July and September 2020, the No Wrong Door Task Group assessed the suitability of the No Wrong Door model with regard to its potential introduction in Surrey. The model was first developed by North Yorkshire County Council in 2015 and offers an integrated approach to supporting children and young people aged 12 to 25 who are either in care, on the edge of care or edging to care, or have recently moved to supported or independent accommodation whilst being supported under the No Wrong Door.
2. The Task Group found that the model has been effective at reducing care episodes, improving outcomes for service users and creating cost savings elsewhere. It is also consistent with the priorities and policies of Surrey County Council. The introduction of the model has strong support at member and senior officer level within the Children, Families, Lifelong Learning and Culture Directorate. Fundamental issues persist with Surrey's children's services; however, despite the presence of some barriers, the conditions in Surrey are such that the model will likely be efficacious if adopted.
3. The Task Group recommends:
 - that the development and introduction of a No Wrong Door service in Surrey continue;
 - that the Corporate Parenting service not agree to terms of accreditation for Surrey's No Wrong Door which are disproportionate to the benefits of the accreditation offered by North Yorkshire County Council or which will prevent the further development of Surrey's No Wrong Door to meet the needs of Surrey's children and young people;

- that when developing and implementing the local service, Corporate Parenting undertake targeted work to develop a shared culture between staff, have regard to the importance of consistent No Wrong Door key workers when developing those roles, wait until the service has become operational before finalising designs for No Wrong Door hubs, consider naming the service something other than ‘No Wrong Door’, and work with relevant children and young people to agree a name for the service other than ‘No Wrong Door’; and
- that the Cabinet Member for Children, Young People and Families report on the development, implementation and impact of the No Wrong Door in Surrey, to the Children, Families, Lifelong Learning and Culture Select Committee in October 2021, subject to the timely implementation of the model.

Introduction

4. In May 2020, the Cabinet Member for All-Age Learning, Councillor Mary Lewis, informed the Chairman of the Children, Families, Lifelong Learning and Culture Select Committee that the council’s Corporate Parenting service ('Corporate Parenting') intended to introduce a new service delivery model to support children in, or at risk of entering, care and suggested that the Select Committee form a task group to assess the suitability of the model. Lesley Steeds, Vice-Chairman of the Select Committee, agreed to chair the task group if formed.
5. The Chairman of the prospective task group subsequently met with the Director of Corporate Parenting and the No Wrong Door Project Manager to discuss Corporate Parenting’s proposals.
6. On 10 July 2020, the Select Committee agreed terms of reference formally establishing a task group to investigate and report on the proposed introduction of a No Wrong Door service in Surrey. It was agreed that the Task Group would report in early September 2020.¹ The Task Group comprised:
 - Councillor Lesley Steeds, Chairman
 - Councillor Kay Hammond (*ex officio*)
 - Councillor Chris Botten
 - Councillor Robert Evans
 - Councillor Liz Bowes
 - Councillor Barbara Thomson
 - Councillor Chris Townsend
7. The Task Group thanks those who contributed evidence to its inquiry.

¹ Annex 1

8. Any errors, factual inaccuracies or inconsistencies contained within the report are the responsibility of the Task Group alone and not of those who contributed their knowledge, insight and experiences to the formation of this report.

The objectives of the Task Group

9. The Task Group's agreed objectives were:
 - a) To map the relevant services provided by the Children, Families, Lifelong Learning and Culture Directorate and partners.
 - b) To identify stakeholders and capture and amplify their views at an early stage of the model's development, particularly the views of looked-after children and care leavers.
 - c) To assess the suitability of the No Wrong Door model both in principle and with regard to the Surrey context.
 - d) To make recommendations on the development and implementation of the new model.
 - e) To establish how the success of the No Wrong Door model will be measured.

Evidence gathering

10. All of the evidence that was received in the course of this enquiry with permission for publication can be found in the annexes of this report.

Written evidence

11. The Task Group's first step was to request written evidence from Corporate Parenting, Surrey Police, and nine local authorities with experience of the No Wrong Door, including North Yorkshire County Council, which created the model in 2015. The Task Group periodically wrote to Corporate Parenting to request specific information throughout the course of this inquiry.
12. To understand the needs and views of those who would use a No Wrong Door service, the Task Group collaborated with colleagues in the council's User Voice and Participation service to put questions to the Care Council, a forum for looked-after children aged over 13 years, and the Care Leavers Forum, a forum for care leavers aged 18 to 25.
13. From 20 July 2020 to 4 August 2020, the Task Group ran a public call for evidence in the form of an online survey. The survey contained two sets of questions,² each applicable to one of two groups: 1) looked-after children and care leavers; 2) people and organisations with experience of supporting looked-after children and care leavers. The survey was promoted by Surrey County Council's communications service and Task Group Members.

² Questions available in Annex 2

14. To capture the views of Surrey's clinical commissioning groups and the other public services which are involved in supporting vulnerable children, the Task Group invited the organisations represented on the Surrey Health and Wellbeing Board to complete the survey from their organisational perspectives. The membership of the Health and Wellbeing Board may be viewed here: <https://mycouncil.surreycc.gov.uk/mgCommitteeDetails.aspx?ID=328>.

Table 1: responses to public survey

Respondent type	Number received
Care leaver	0
Looked-after children (LAC)	0
Individual with experience of supporting LAC and care leavers	4
Representative of an organisation with experience of supporting LAC and care leavers	6
Other with experience of supporting LAC and care leavers	2

Oral evidence

15. The Task Group met with the following people to discuss the No Wrong Door model and related matters on the dates stated:
- 5 August 2020: Lou Williams, Service Director for Children and Safeguarding, Cambridgeshire County Council
 - 7 August 2020: User Voice and Participation officers, Surrey County Council
 - 20 August 2020: Anne Tully, No Wrong Door – Project Manager, Rochdale Borough Council
 - 21 August 2020: Tina Benjamin, Director – Corporate Parenting, Surrey County Council.

Limitations

16. Most organisations from which the Task Group requested evidence were unable to support the enquiry and those which replied to requests for information cited a lack of capacity. Similarly, the commencement and progress of this inquiry was hindered by capacity issues caused by the COVID-19 pandemic and the timing of the inquiry during the August period when Members and officers commonly take annual leave.

Factual and legal context

Key legal provisions

17. Under the Children Act 2004, Surrey County Council is subject to a number of legal obligations relating to the safeguarding and promotion of child welfare, including to ensure that the council, and those who exercise the council's functions on its behalf, discharges its functions with regard to the need to safeguard and promote the welfare of children.³
18. Under the Children Act 1989, the council is required to safeguard and promote the welfare of children in Surrey and, so far as is consistent with that duty, to promote the upbringing of such children by their families by providing a range and level of services appropriate to those children's needs.⁴
19. A child shall be taken to be 'in need' if they are unlikely to, or unlikely to have the opportunity to, achieve or maintain a reasonable standard of health or development without the provision of services by the council; or their health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or they are disabled.⁵
20. Under the Children Act 1989, a child is 'looked after' if they are provided with accommodation for a continuous period of more than 24 hours or is subject to a Care Order or Placement Order. This can include disabled children in receipt of a series of 'respite care' placements. Children cease to be looked after when they return home and a care order is discharged, are adopted, are made subject to a Special Guardianship Order or Child Arrangement Order or reach 18 years of age.
21. The council's key duty towards looked-after children is to 'safeguard and promote' their welfare and to 'make such use of services available for children cared for by their own parents as appears to the Authority reasonable'.⁶

The Surrey context

22. Following Ofsted's 2018 judgement of Surrey's children's services as 'Inadequate', the council, as part of a wider transformation programme, embarked on an improvement programme to transform children's services. In 2018, the introduction of the No Wrong Door model was first suggested by the then Executive Director of Children, Families and Learning, Dave Hill; however, it was not immediately progressed.⁷

³ Children Act 2004, section 11

⁴ Children Act 1989, section 17

⁵ Children Act 1989, section 17(10)

⁶ Children Act 1989, section 22(3)

⁷ Annex 7

23. At 4 August 2020, there were 996 children and young people in the care of Surrey County Council and 708 care leavers (former looked-after children aged 18-21). Fifty-seven per cent of looked-after children and 66% of care leavers are male.⁸

The needs of looked-after children and care leavers

24. The Task Group asked Corporate Parenting to describe the needs and aspirations of looked-after children and care leavers. The Service identified that children and young people want to stay with their birth families where possible and, if this is not possible, they want to understand why they are in care and to be able to live in a safe and caring environment. They don't want to be moved around and want a consistent social worker, and to have staff and carers who understand them and their story. As they get older, they want to feel supported as they move to independence and want to live in good accommodation and receive support to learn independence skills.⁹
25. As regards the care system, service users have told Corporate Parenting that they need more/better/more readily available staff, foster carers and placements, better communication with young people and between professionals, and for young people and their carers to be listened to. They want better support with mental health, for staff and carers to be better trained, and for improved support in managing familial contact.¹⁰
26. The view of Corporate Parenting is supported by the evidence the Task Group received via the online survey (Appendix 1), the findings of the draft Big Survey 2020 (Annex 15), and the evidence of User Voice and Participation (Annexes 14 and 16).

Adolescent entrants

27. Young people who enter care as adolescents ('adolescent entrants') can traditionally spend considerable periods of time in residential care, often without sufficient planning and support to re-engage in family relationships or form strong relationships with carers. Adolescent entrants often have a wide range of complex social and emotional needs.¹¹
28. Research shows that adolescent entrants experience greater placement breakdown, instability and a greater likelihood of being placed in residential

⁸ Annex 5

⁹ Annex 4

¹⁰ Annex 4

¹¹ Turner, 'No Wrong Door: services for young adolescents in care in North Yorkshire' (Local Government Association, 2018) <https://www.local.gov.uk/no-wrong-door-services-young-adolescents-care-north-yorkshire>

care following a foster care breakdown than younger children. Looked-after children who enter care aged 14 and above perform worse than younger entrants in terms of educational outcomes and preparation for independence. They are also more likely to leave care at 16 or 17 and to experience poor outcomes in terms of post-care accommodation stability and participation in post-16 education, employment and training.¹² Children in care and care leavers are significantly over-represented in the criminal justice system and in custody.¹³

The No Wrong Door innovation

29. The No Wrong Door (NWD) was first developed by North Yorkshire County Council to provide an integrated service for young people aged 12 to 25 who are either in care, on the edge of care or edging to care, or have recently moved to supported or independent accommodation whilst being supported under the No Wrong Door.
 - Edging to care: without an intervention package being put in place, there is a strong likelihood of the case progressing to edge of care.
 - Edge of care: those children and young people who are at imminent risk of becoming looked after due to significant child-protection concerns; or to prevent a long-term placement; or because they have ceased to be looked after and their needs are escalating.
30. No Wrong Door services are multidisciplinary and operate from hubs offering both residential placements and outreach support. All NWD staff are trained in Signs of Safety and restorative- and solutions-focused approaches. The integrated team supports each service user throughout their journey to ensure that they are not passed from service to service and, instead, have a dedicated team around them. Each service user maintains a consistent relationship with one NWD key worker. The integrated team and continuity of key worker are considered key to supporting young people with complex needs. Unlike many other evidence-based programmes, young people are not required to enter a formal agreement to receive NWD support.

¹² Dixon et al., 'Supporting Adolescents on the Edge of Care. The role of short term stays in residential care.' (Action for Children, 2015) <https://www.actionforchildren.org.uk/media/5222/edge-of-care-final-report-with-annexes.pdf>

¹³ Lord Laming, 'In Care, Out of Trouble' (Prison Reform Trust, 2016) www.prisonreformtrust.org.uk/Portals/0/Documents/In%20care%20out%20of%20trouble%20summary.pdf; Police W1; and HM Prison and Probation Service, 'Care leavers in prison and probation' (HM Gov, 2019) <https://www.gov.uk/guidance/care-leavers-in-prison-and-probation>

31. Each NWD hub in North Yorkshire is staffed by a manager; two deputy managers (one with responsibility for the residential element, the other for outreach); key workers who undertake shifts at the hubs as residential carers and complete outreach work with young people on the edge of care; portfolio leads;¹⁴ a life coach, who is a clinical psychologist; a communications support worker, who is a speech and language therapist; and a police liaison officer.
32. North Yorkshire County Council has identified ten distinguishing features of NWD, which constitute the core components of the innovation:
 - always progressing to permanence within a family or community
 - high ‘stickability’ of the key worker
 - fewer referrals, less stigma
 - robust training strategy same/or similar to restorative practice or therapeutic support
 - no heads on beds culture
 - no appointment assessments
 - a core offer to all young people
 - multi-agency, intelligence-led approach to reduce risk
 - close partnership working
 - young people’s aspirations drive practice.

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The aims of the NWD innovation

33. Improve:
 - accommodation stability;
 - engagement and achievements in education, employment and training (EET);
 - relationships with others;
 - planning of transitions from care to independent living;
 - resilience, self-esteem and well-being; and
 - access to support in crisis.
34. Reduce high-risk behaviours, including:
 - criminal activity;
 - self-harm;
 - child sexual exploitation;
 - missing-from-home incidents; and
 - drug and alcohol substance misuse.

¹⁴ Portfolio leads work shifts in hubs as team shift leaders alongside NWD key workers. Each portfolio lead has a focus on improving outcomes for service users: education, employment and training; risk management; activities; building relationships; transitions to independence/adulthood; and self-esteem, well-being and resilience.

35. Reduce costs to society, including to a range of agencies which includes the National Health Service and the police.

Evaluating the impact of No Wrong Door

36. At the outset of this inquiry, the Task Group wrote to North Yorkshire County Council requesting, amongst other things, evidence of NWD's impact. The council declined the request; therefore, this report relies upon pre-existing academic evaluation of the impact of NWD.
37. With Department for Education funding, Loughborough University used quantitative and qualitative approaches to complete an evaluation of North Yorkshire County Council's No Wrong Door service for the period April 2015 to September 2016.¹⁵
38. The review found that the No Wrong Door improved outcomes for service users, including improved accommodation stability and decreased placement moves, increased engagement with education, employment and training, and decreased high-risk behaviours such as criminal activity, missing incidents and substance misuse. Furthermore, the No Wrong Door demonstrated a reduction in costs to a range of agencies.

Reducing care

39. The evaluation found NWD to be effective at preventing, and reducing time spent in, care. Eighty-six per cent of NWD service users who were edging to, or on the edge of, care remained outside of the care system during the evaluation period – this was higher than for non-NWD looked-after children. Forty per cent of service users who were already looked after at the beginning of the evaluation period ceased to be looked after. Twenty-five service users (15%) re-entered care during the evaluation period, seven of which experienced more than one return to care.

Accommodation stability

40. There was found to be a decrease in placements moves during the review period: two moves per year was modal (most common) in the year prior to NWD and one move per year was modal in the final year of the review period.

¹⁵ Lushey et al., 'Research Report: Evaluation of the No Wrong Door Innovation Programme' (Department for Education, 2017)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf

41. The length of care placements decreased for NWD service users during the review period. Prior to NWD and in its first year, the modal care duration was over 180 days; in the second year of NWD, it reduced to between 32 and 180 days.
42. Only one NWD service user was placed out of area during the review period. It is notable that out-of-area/-county placements are rarer in North Yorkshire than most other local authorities: at 31 March 2016, 61% of looked-after children were placed out of county nationally, compared to 21% in North Yorkshire.
43. Data from interviews with service users provided further evidence of better accommodation stability under NWD. There was evidence of NWD promoting accommodation stability in respect of 32% of service users (19 individuals) at baseline interview and for a further 13 service users at follow-up interview.

Education, employment and training

44. Seventy-six per cent of service users were in education, employment or training (EET) and remained so. Twenty-five per cent of service users who were not in EET when they entered the NWD went on to become engaged in EET. Service users described instances of NWD staff helping them find employment by providing encouragement or details of specific vacancies.

Criminal activity

45. In March 2015, immediately prior to NWD commencing, there were 63 arrests of young people who would go on to be supported by NWD during the evaluation period. By September 2016, this had reduced to 39 arrests, a reduction of 38%. Conversely, there had been a concurrent increase in the number of arrests of all young people aged 12 to 15 in North Yorkshire.

High-risk behaviours

46. Thirty-two per cent of NWD service users either ceased or reduced their substance use during the evaluation period; 53% reported that their substance use had not changed; and 16% reported that their substance use had increased.
47. In the year prior to the introduction of NWD, there was a total of 503 missing incidents for the young people who were subsequently referred to NWD. For the same cohort, this figure reduced to 253 following their receipt of NWD support, a reduction of approximately 50%. For a matched cohort of young people not in

receipt of NWD support, there was a reduction in missing from home incidents of 9%. A moderate-to-strong negative correlation was found between missing incidents and the number of interventions from the life coach and communications support worker: service users with higher levels of support from the life coach and communications support worker went missing less frequently. A higher negative correlation was identified for involvement by the police liaison officer.

48. The evaluation found that there was evidence of Accident and Emergency (A&E) attendances decreasing during the evaluation period. In the year prior to the evaluation, there were 21 presentations at A&E; whereas, in the first year of NWD, there were nine presentations.
49. It was not possible for the evaluation to determine whether NWD was effective at preventing child sexual exploitation.

Planning transitions from care to independent living and adulthood

50. Findings in terms of transitions to independence were mixed. Some service users reported being prepared and supported during their transition to independent living and adulthood, whilst others described more abrupt moves.

Improving self-esteem, resilience and well-being

51. During the evaluation period, mean Strengths and Difficulties Questionnaire (SDQ)¹⁶ scores of NWD service users reduced from 19.5 to 16.8 – a high score means a child is displaying more problems – whereas the scores of a comparator cohort remained static (11.7 to 11.5). A strong negative correlation was found between SDQ scores and intervention from life coaches and communications support workers: as interventions from specialist staff increased, SDQ scores decreased.
52. Of the 32 service users for whom data on mental health were available at both baseline and follow-up interview, 13 (65%) reported mental health issues or that they were attending therapy at baseline; at follow-up, the number reporting mental health issues or therapy had reduced to 11 (55%). NWD key workers referred to implementing a range of different strategies with young people, depending upon the nature of the problem, including arranging referral to Child and Adolescent Mental Health Services (CAMHS) or the NWD life coach.

Relationships with key workers

53. Evidence obtained through interviews suggests positive relationships between young people and their NWD key worker.
54. Young people valued their key workers being available to meet their needs, rather than only being available by appointment, and sensed that they genuinely cared for them. Examples were given of workers supporting service users in their own time and continuing to respond to young people in need after a new key worker had been appointed.
55. NWD key workers emphasised how relationships had to develop gradually with workers needing to earn the trust of, and prove their reliability to, service users who initially refused to engage with support. There were also examples of young people wanting to receive support from NWD key workers after formal engagement with the service had ended, and of young people refusing to engage with anyone else when a decision was made to change key worker. This demonstrates the importance of the consistency of key worker under NWD.

¹⁶ SDQ is a behavioural screening questionnaire which queries 25 attributes, some positive and others negative: emotional symptoms, conduct problems, hyperactivity/inattention, peer-relationship problems and pro-social behaviour.

Value for money

56. Part of the rationale for the development of the NWD was to create a cost-effective approach to supporting young people with complex needs at the edge of care – achieving cost savings by improving the outcomes for service users.
57. There is evidence of costs avoided to North Yorkshire Police of approximately £200,000 in the first year of NWD. This was a result of a reduction in arrests and missing from home incidents.
58. Since the model was evaluated by Loughborough University, the Innovation Unit has identified NWD as generating annual cost savings of approximately £600,000.¹⁷ North Yorkshire County Council has identified NWD as generating year-on-year cost savings of £2 million due to an 18% reduction in the county's looked-after children population.¹⁸
59. When the Task Group met with Anne Tully, Project Manager – No Wrong Door, Rochdale Borough Council, she gave the following examples of the cost-saving impact of Rochdale's NWD since it became operational on 1 April 2020. The service had:
 - led to a reduction of eight out-of-area placements in the previous twelve months, saving £3 million;
 - supported three young people with histories of placement breakdown to move into fostering placements where they were doing well; and
 - enabled a high-risk service user to return to her family home from a Tier 4 CAMHS placement.¹⁹

Conclusion: the No Wrong Door model is effective at improving outcomes for service users and generating cost savings.

Suitability of the No Wrong Door model for introduction in Surrey

60. This section evaluates the suitability of the No Wrong Door model for introduction in Surrey; that is, considers whether the conditions in Surrey will facilitate the introduction of an NWD which is effective at achieving its intended outcomes: reducing care episodes, improving service user outcomes and generating cost savings.

¹⁷ Dillon, 'Delivering asset-based services for young people' (Innovation Unit)

<https://www.innovationunit.org/thoughts/why-asset-based-services-are-important-for-young-people/>

¹⁸ North Yorkshire County Council, 'North Yorkshire leads on £84m Government roll-out for young people at risk in UK' (2019) <https://www.northyorks.gov.uk/news/article/north-yorkshire-leads-ps84m-government-roll-out-young-people-risk-uk>

¹⁹ Annex 13

Surrey County Council's proposals

61. Surrey County Council's Corporate Parenting service has begun to develop a local No Wrong Door service, which it intends to run in shadow form from early 2021 until the service becomes fully operational in April 2021. In March 2020, the council hired a part-time project manager to coordinate the development and implementation of the model in Surrey.
62. The proposed NWD will initially operate from two pre-existing children's homes before two purpose-built hubs are completed in 2022 under the capital development programme for Surrey's children's home estate.²⁰
63. The development, introduction and operation of the service will primarily be funded from within existing budgets. Negotiations with partners are at an early stage and joint funding has not yet been agreed. Indicative costs to Surrey County Council for each NWD hub are detailed below.

Table 2: indicative NWD costs per hub per annum, including overhead costs for staffing posts²¹

Registered manager	£60,420
2 x deputy manager	£90,900
6 x portfolio leads (assumed PS8 grade)	£237,696
8.5 x residential and outreach workers (assumed PS7 grade)	£298,792
Sessional staff budget	£25,000
Current non-staff costs for a children's home	£85,000
Flexible accommodation offer	£25,000
2 x hub foster carers	£90,000
2 x supported lodgings carers	£20,000
Speech and Language Therapist (potentially clinical commissioning group funded)	£45,450
Life coach (clinical psychologist or family therapist)	£45,450
0.5 data analyst	£17,576
Training budget	£15,000
Total	£1,056,284
Embedded police officer	£45,000, funded by Surrey Police

²⁰ Annex 6

²¹ Annex 19

64. To illustrate the cost-saving potential of a No Wrong Door in Surrey, Corporate Parenting provided the Task Group with the average costs of a range of residential placements and estimates of how the NWD may reduce demand for those placements.

- Each NWD hub will contain two emergency-placement beds, the occupants of which would otherwise be placed in an external residential bed. Assuming 60% capacity of the emergency placement beds, this will avoid costs of approximately £138,000 per annum.
- Each NWD hub will contain six medium-term beds (four residential and two fostering). A conservative assumed occupancy of three children returning from external residential placements would generate savings of approximately £692,000 per annum. An assumed occupancy rate of one fostering bed, for children returning from Independent Fostering Agency placements, would generate savings of approximately £50,000 per annum.
- At any one time, each NWD hub will be able to work with up to 40 children at risk of becoming looked after. Assuming that each child receives NWD support for four months (a total of 120 children per year per hub) and that, without NWD support, 20% of those service users would have become looked after for six months before returning home, and that 75% of those service users would otherwise be placed in Independent Fostering Association placements, with the remaining 25% placed in residential placements, this would lead to cost avoidance of approximately £1,149,000.

Whilst the figures above are estimates and not forecasts of NWD usage and impact, they clearly demonstrate the potential of an NWD to reduce costs to the council by reducing demand for costly placements, in addition to the model's potential to improve its service users' outcomes and generate efficiencies for partner agencies, such as the police and health. Moreover, if all the above savings were, in fact, achieved by the NWD (approximately £2,029,000 per hub per annum), they would substantially exceed the cost to the council of operating the hubs (approximately £1,056,284 per hub per annum).

65. When the Task Group requested written evidence from Yorkshire County Council, the council informed the Task Group that it holds a trademark and copyright for the name 'No Wrong Door' and the ten distinguishing features of NWD, respectively, and that Surrey County Council had not consulted North Yorkshire County Council regarding the proposed introduction of the model in

Surrey. North Yorkshire County Council, through the Strengthening Families Protecting Children programme, is supporting six local authorities to adopt the No Wrong Door model and this Task Group would have preferred Surrey County Council to have sought North Yorkshire County Council's input before beginning to progress its plans. However, it is commendable that the two councils are now in discussions over the potential accreditation of Surrey's No Wrong Door. This is a pragmatic approach which will enable Surrey County Council to progress its plans whilst providing North Yorkshire County Council with assurance that the local service is faithful to the No Wrong Door model.

66. The requirements of accreditation are so far unknown. However, it has been indicated that fidelity to North Yorkshire County Council's model, a programme of quality assurance, and a service level agreement will be required along with the payment of a fee.
67. The Task Group has two concerns regarding accreditation: 1) that the requirements of accreditation may prevent Surrey County Council from further developing its No Wrong Door service to better meet local need; and 2) that the still unknown cost of accreditation may be disproportionate to the benefits received.
68. Wiltshire County Council's Stronger Families Team incorporates some elements of NWD in an outreach-focused service aimed at preventing young people from entering care, through direct, intensive intervention. The service adopts a multi-agency approach with police and CAMHS input (with health input still being developed) and has worked with children's social care, youth offending and child exploitation teams to develop interventions which prevent/reduce the probability of family breakdown. The Stronger Families Team's residential service is expected to open for approximately 50 to 60 nights per year on an *ad hoc* basis to support families and young people at risk of family breakdown.²²
69. The Stronger Families Team comprises a team manager, assistant team manager, seconded police officer, senior residential outreach workers, residential outreach workers, and outreach workers. The staff skillset includes social workers, drug and alcohol specialists, special educational needs and disabilities, youth workers, teaching and residential experience, including registered residential experience.

²² Annex 12

Conclusion: Surrey County Council need not adopt the No Wrong Door model to introduce a multi-disciplinary service aimed at preventing, and reducing the duration of, care episodes.

Recommendation 1: that Corporate Parenting not agree to terms of accreditation which will prevent the further development of Surrey County Council's No Wrong Door service.

Recommendation 2: that Corporate Parenting not agree to an accreditation fee which it considers to be disproportionate to the benefits of accreditation.

Consistency with other council policy

70. The principles and aims of the No Wrong Door are consistent with the council's strategic priorities of supporting independence, increasing partnership working and supporting the local economy;²³ embody strategic principles guiding the council's work – focusing on ensuring no one is left behind, taking a fresh approach to working in partnership, supporting people to help themselves and each other, and responding to challenges;²⁴ are consistent with the current priorities of the Health and Wellbeing Board, Surrey Children's Safeguarding Partnership, and the Police and Crime Panel;²⁵ and are consistent with the general duty, found in section 17 of the Children Act 1989, that local authorities shall safeguard and promote the welfare of children within their area who are in need and, so far as is consistent with that duty, promote the upbringing of such children by their families.
71. The introduction of the NWD model in Surrey has been described as a cornerstone of the council's children's improvement programme which follows the rating of the council's children's services as 'Inadequate' by Ofsted in 2018;²⁶ and was cited as 'an appropriate initiative' by the then Non-Executive Commissioner for Children's Services, Trevor Doughty, who was appointed to review the council's children's services following the Ofsted inspection.²⁷
72. The NWD model is consistent with Surrey County Council's Family Resilience Model, which similarly adopts a relationship-based approach to preventing

²³ Surrey County Council, 'Our Focus for the Next 5 Years: 2020 – 2025'

https://www.surreycc.gov.uk/_data/assets/pdf_file/0007/213289/Annex-C-Organisation-Strategy-one-pager.pdf

²⁴ Ibid

²⁵ Annex 7

²⁶ Annex 3

²⁷ Trevor Doughty, 'Report of the Children's Services Commissioner for Surrey County Council' (Department for Education, September 2018)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752455/2018-09-independent-report-Trevor-Doughty-Surrey.pdf

escalations of service user need which require more intensive and costly intervention.²⁸

Conclusion: that the principles of the No Wrong Door model are consistent with Surrey County Council's existing strategies, priorities, and policies.

Children's social care in Surrey in 2020

73. From the outset of this inquiry, the Task Group was concerned that the standard of children's social care in Surrey may be a barrier to the success of the No Wrong Door and that improving the general standard of children's social care should be prioritised, rather than the introduction of new service delivery models.
74. The detailed analysis of the quality of children's social care was agreed as being outside of the scope of this inquiry;²⁹ however, the Children, Families, Lifelong Learning and Culture Select Committee continually monitors the progress of the children's service improvement programme and this knowledge has been used along with up-to-date data on Surrey's children's services to reach conclusions on the standard of children's social care in Surrey. In this section, the number of looked-after children in out-of-area/county placements, children's social worker caseloads, audits of social care cases, and the frequency of contact with looked-after children, which the Task Group considers to be key performance indicators, are examined.
75. At 18 August 2020, 44.5% of Surrey's looked-after children live outside of Surrey and 28% of all looked-after children are classed as living out of area: outside of Surrey and over 20 miles from home.³⁰ In some cases, out-of-county/area placements will be the best option for the individual; however, whilst steadily reducing since the beginning of 2019,³¹ the number of such placements remains too high. When the Task Group met with Tina Benjamin, Director – Corporate Parenting, she submitted that the introduction of the No Wrong Door will assist the council's efforts to reduce the number of out-of-county/area placements by reducing the overall demand for care placements, as it has done in North Yorkshire and Rochdale.
76. Approximately 15 cases per full-time-equivalent children's social worker is optimal.³² At 9 September 2020, the mean and modal caseloads per full-time-equivalent children's social worker were 16.1 and 15, respectively, in Surrey.³³

²⁸ Annex 7

²⁹ Annex 1

³⁰ Annex 6

³¹ Annex 18

³² Annex 10

³³ Annex 17

77. Case audits have found that the quality of children's social work has been steadily improving in Surrey since the 2018 Ofsted inspection of the council's children's services. However, the majority of cases continue to be found to require improvement.

Chart 1: Case Audit Judgements November 2018 - February 2020³⁴



78. Under regulation 28 of The Care Planning, Placement and Case Review (England) Regulations 2010, local authorities were required to visit most looked-after children at least every six weeks. At 10 March 2020, Surrey County Council was meeting the visiting requirements for 93% of looked-after children. Despite the subsequent COVID-19 pandemic and the resulting relaxing of visiting requirements,³⁵ at 18 August 2020, Surrey County Council had made contact with 95% of looked-after children within the six-week timescale, 77% of contacts were in person.

Conclusion: fundamental issues with Surrey's children's services continue to persist; however, the continuing improvement of those services is noted and commended.

³⁴ Chart prepared using data from Item 5, Annex 1, Children, Families, Lifelong Learning and Culture Select Committee (28 July 2020)

<https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=791&MId=7743&Ver=4>

³⁵ Adoption and Children (Coronavirus) (Amendment) Regulations 2020

Support from Directorate leadership

79. For the No Wrong Door model to be successfully implemented, an authorising environment of consistent and committed leadership is required throughout the implementation of the model.³⁶
80. The introduction of the No Wrong Door was first proposed by Dave Hill, then Executive Director for Children, Families and Learning. The project is being driven and overseen by the Director – Corporate Parenting and Assistant Director – Children’s Resources and is supported by the Cabinet Member for Children, Young People and Families, who, as aforementioned, invited the formation of this Task Group.
81. Noting that a new Director of Children’s Services has recently been appointed,³⁷ there is a risk that the new post-holder may not support the introduction of NWD once they assume the role in December 2020. However, the Task Group does not consider this possibility as militating against the continuation of the project at this time.
82. Support for the project from NWD partner organisations is another element of the requisite authorising environment. Corporate Parenting, understandably, has not yet obtained formal support for an NWD from all of those organisations; however, it is engaged in relevant discussions with them.³⁸

Conclusion: there is strong support for the introduction of the No Wrong Door model at both Member and senior officer level within the Children, Families, Lifelong Learning and Culture Directorate.

Staffing the No Wrong Door

83. The recruitment and retention of social workers is a local and national challenge and the Task Group has been concerned that the recruitment and retention of NWD staff may be similarly difficult.
84. When Cambridgeshire County Council was exploring the introduction of a No Wrong Door, part of the rationale for the council’s decision not to adopt the model was a lack of confidence that it would be able to recruit NWD staff

³⁶ Rochdale OE; and Lushey et al., ‘Research Report: Evaluation of the No Wrong Door Innovation Programme’ (Department for Education, 2017)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf

³⁷ Surrey County Council, ‘Surrey County Council appoints new Executive Director of Children, Families and Lifelong Learning’ (Surrey News, 2 September 2020) <https://news.surreycc.gov.uk/2020/09/02/surrey-county-council-appoints-new-executive-director-of-children-families-and-lifelong-learning/>

³⁸ Annex 7

possessing the characteristics which were, in the view of the council, required to successfully implement the model.³⁹

85. Rochdale Borough Council, the NWD of which became operational on 1 April 2020, reported that the council had initially struggled to recruit a hub manager (deputy managers were required to act up in the interim) but had been successful in recruiting a speech and language therapist and a life coach. The COVID-19 pandemic had stalled the recruitment of portfolio leads. Sixty-three applications had been received in response to the most recent advertisement for a key worker. Residential staff had not yet been recruited. The main challenge was the retention, rather than recruitment, of staff.
86. When the Task Group met with the Director – Corporate Parenting, Tina Benjamin, she acknowledged the ongoing challenges of recruiting and retaining social workers but believed that the innovative nature of the model and the relationship-based support delivered thereunder would attract motivated applicants for NWD roles, adding that the council would utilise the expertise of existing staff. Challenges were foreseen in the recruitment of team managers.

Conclusion: the recruitment and retention of appropriately skilled staff poses a risk to the success of the No Wrong Door in Surrey.

Foster carers

87. It is intended that NWD service users would be supported by specialist foster carers on a one-to-one basis. Such foster carers may be salaried and required to work as part of the NWD when not caring for a foster child. However, there are national and local shortages of foster carers.⁴⁰

Conclusion: the availability of appropriately skilled foster carers poses a risk to the success of the No Wrong Door in Surrey.

88. Challenges concerning the standard of children's social care, the availability of foster carers and the recruitment and retention of staff may limit the efficacy of the No Wrong Door if it is introduced in Surrey. However, the Task Group considers that that the conditions will rarely be optimal for the introduction of any policy and that Surrey County Council's children's services have demonstrated continued improvement following their rating as 'Inadequate' by Ofsted in 2018. Noting the significant impact of the No Wrong Door in short periods of time in North Yorkshire and Rochdale, the Task Group believes that the model will likely be effective at reducing care episodes, improving service user outcomes, and generating cost savings if introduced in Surrey, and will

³⁹ Annex 10

⁴⁰ Annex 7

help to remediate some of the aforementioned issues experienced by Surrey's children's services.

Conclusion: the continued improvement of Surrey's children's services has created conditions which, whilst not optimal, will permit the introduction and operation of an efficacious No Wrong Door service. This will not be without risk, but the Task Group encourages the introduction of ambitious policies which will further the ongoing improvement of children's services.

Recommendation 3: that the development and introduction of a No Wrong Door service in Surrey continue.

Developing and implementing the No Wrong Door locally

89. This section addresses key elements of the development and implementation processes for the No Wrong Door and makes related recommendations.

Workforce culture and organisation

90. Creating a shared culture between workers from different disciplines and organisations was repeatedly highlighted as a challenge when implementing the No Wrong Door model.⁴¹ For example, police officers may not be familiar with the residential care environment and may take time to align with the shared focus of NWD roles – reducing care episodes and improving outcomes for service users.
91. Clear lines of accountability are required for partnership roles so that staff understand which issues should be raised with their employer and which issues should be raised with their NWD manager.⁴²
92. The operation of the NWD in shadow form prior to full implementation will create the opportunity for a shared culture to develop. However, on the basis of comments made by the No Wrong Door – Project Manager, Rochdale Borough Council,⁴³ the Task Group believes a proactive approach is required.

Recommendation 4: that Corporate Parenting undertake targeted work to foster a shared culture between No Wrong Door staff at an early stage of the implementation of the model; and develop clear lines of accountability for staff.

⁴¹ Annex 12; Annex 13; and Annex 7

⁴² Annex 13

⁴³ Annex

Promising consistency of key worker

93. Changes in social worker can negatively impact service users.⁴⁴ Frequent changes have been found to reduce looked-after children's trust in services and staff, as they are reluctant to form trusting relationships with social workers when they cannot be sure for how long that person will support them.⁴⁵ The consequence of those weak relationships can be less-effective support leading to sub-optimal outcomes. The relationships between social workers and service users and the relationships between key workers and service users are similar.
94. The consistency of the key workers supporting service users under NWD is emphasised as key distinguisher of the model and this inquiry has found consistent support from key workers to be critical to the efficacy of the model. However, the Task Group is concerned that promising consistent support from an individual may give service users expectations which, in fact, cannot always be met as staff, for a range of reasons, will unavoidably leave the service; and that the failure to deliver on this promise may detrimentally affect service user engagement with support. North Yorkshire County Council, where possible, utilised bank contracts when NWD staff left to enable those staff to deliver a degree of continuity to service users as sessional staff.
95. Those concerns are supported by the comments of User Voice and Participation officers who believed that consistent support from a key worker would not always be deliverable.⁴⁶

Recommendation 5: that Corporate Parenting have regard to the importance of the consistency of No Wrong Door key workers when developing those roles and the job descriptions therefore; and explore ways to promote the retention of key workers and other NWD staff.

96. One member of the Care Council drew the following analogy regarding the No Wrong Door model:

'It's a bit like make up brushes. You have your make up brush pot, you take out the pow[er] brush and you have other brushes that all make you look nice. One brush does one thing, another brush does another, but all the brushes

⁴⁴ Annex 16

⁴⁵ Carson, 'Looked-after children 'unanimously unhappy' about changes of social workers at 'inadequate' council (Community Care, 2018) <https://www.communitycare.co.uk/2018/01/26/looked-children-unanimously-unhappy-changes-social-workers-inadequate-council/>; and Selwyn et al., 'Our Lives Our Care' (Coram, 2018) <https://coramvoice.org.uk/sites/default/files/1053-CV-Our-Lives-Our-Care-report5.pdf>

⁴⁶ Annex 16

*have the same goal. To make you look pretty / make your life better. Brushes last long and don't need replacing, just like workers should.*⁴⁷

97. To manage service user expectations, the emphasis on consistent support from NWD key workers should be shifted onto consistent support from the NWD team, the members of which may change from time to time.

Recommendation 6: that consistent support from the No Wrong Door team be emphasised, rather than consistent support from individual No Wrong Door staff members.

The development of NWD hubs

98. Corporate Parenting intends to initially deliver NWD from two pre-existing children's homes before developing two bespoke NWD hubs using capital which has already been allocated for this purpose.⁴⁸
99. When the Task Group met with the No Wrong Door – Project Manager, Rochdale Borough Council, it heard that the council had underestimated the outreach requirements of its NWD hub, leading to an overspend on its development. However, the council had since recouped the additional spend through cost savings achieved by the No Wrong Door.
100. When North Yorkshire County Council first implemented NWD, it located its hub within an existing children's home whilst it was being renovated and the model's implementation was disrupted as a result. Similarly, Wiltshire's Stronger Families Team became operational before its building had been equipped with adequate internet access.

Conclusion: the decision to develop Surrey's NWD hubs after the service has become operational is a prudent one.

Recommendation 7: that designs for No Wrong Door hubs not be finalised until after the service has been operational for at least six months, including operating in shadow form.

Case management

101. Written evidence from Wiltshire County Council identified the need for a dedicated workspace for the NWD team to use within the children's social care

⁴⁷ Annex 14

⁴⁸ Surrey County Council, Cabinet, Item 13 (21 July 2020)
<https://mycouncil.surreycc.gov.uk/documents/s68519/Cabinet%20Report%20-%20LAAC%20Childrens%20Homes%20and%20Shaw%20Centre%20Final.pdf>

case management programme, Liquidlogic, to be prepared in advance of the service becoming operational.⁴⁹

102. Corporate Parenting has included the development of processes within Liquidlogic in its project milestones document.⁵⁰

Naming the service

103. At the beginning of this inquiry, the Task Group became immediately concerned that the name 'No Wrong Door' carries negative connotations and therefore asked the Care Council and Care Leavers Forum for their views on the name. The members of those groups described the name as 'misleading, overpromising and unrealistic', and said that they would prefer it to contain the term 'one' to reflect the integrated nature of NWD support.⁵¹
104. The Task Group would like the proposed service to have a name which is not off-putting to potential service users. However, on the other hand, naming the service something other than 'No Wrong Door' may impair the recruitment of staff as the service may not fully benefit from the No Wrong Door's reputation for innovative and relationship-based practice when advertising roles.

Recommendation 8: that Corporate Parenting work with User Voice and Participation to agree a name for Surrey's No Wrong Door service other than 'No Wrong Door', if doing so is compatible with any terms of accreditation agreed with North Yorkshire County Council and will not significantly impair the recruitment of No Wrong Door staff.

Measuring the impact of the No Wrong Door

105. Corporate Parenting expects to use the following measures to assess the impact of the No Wrong Door, although these are not yet agreed:
- Numbers of young people in the cohort becoming looked after (reduction expected)
 - Length of time spent in care (reduction expected)
 - Repeat admission to care (reduction expected)
 - Placement stability (fewer placements expected)
 - Number and length of missing episodes (reduction expected)
 - Involvement with the criminal justice system - arrests, charges, repeat offending (reduction expected)
 - Involvement with drug/alcohol services (increase in positive engagement with services/reduction in substance misuse)

⁴⁹ Annex 12

⁵⁰ Annex 3

⁵¹ Annex 14

- Reduction in out of county placements
- Reduction in use of children's homes beds
- Increase in EET for 16+ (education, employment and training)
- Engagement with education/learning for under 16s.

106. It will take several years for the NWD to become fully implemented and embedded⁵² but it is expected that the service's impact will become evident within the first year of operation.

Recommendation 9: that the Cabinet Member for Children, Young People and Families report on the development, implementation and impact of the No Wrong Door, with reference to the recommendations of this report and agreed performance measures for the No Wrong Door, to the Children, Families, Lifelong Learning and Culture Select Committee in October 2021, subject to the implementation of the No Wrong Door by April 2021.

Consolidated list of conclusions:

Conclusion: the No Wrong Door model is effective at improving outcomes for service users and generating cost savings.

Conclusion: Surrey County Council need not adopt the No Wrong Door model to introduce a multi-disciplinary service aimed at preventing, and reducing the duration of, care episodes.

Conclusion: the principles of the No Wrong Door model are consistent with Surrey County Council's existing strategies, priorities, and policies.

Conclusion: fundamental issues with Surrey's children's services continue to persist; however, the continuing improvement of those services is noted and commended.

Conclusion: there is strong support for the introduction of the No Wrong Door model at both Member and senior officer level within the Children, Families, Lifelong Learning and Culture Directorate.

Conclusion: the recruitment and retention of appropriately skilled staff poses a risk to the success of the No Wrong Door in Surrey.

⁵² Lushey et al., 'Research Report: Evaluation of the No Wrong Door Innovation Programme' (Department for Education, 2017)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf, page 21

Conclusion: the availability of appropriately skilled foster carers poses a risk to the success of the No Wrong Door in Surrey.

Conclusion: the continued improvement of Surrey's children's services has created conditions which, whilst not optimal, will permit the introduction and operation of an efficacious No Wrong Door service. This will not be without risk, but the Task Group encourages the introduction of ambitious policies which will further the ongoing improvement of children's services.

Conclusion: the decision to develop Surrey's NWD hubs after the service has become operational is a prudent one.

Consolidated list of recommendations:

Recommendation 1: that Corporate Parenting not agree to terms of accreditation which will prevent the further development of Surrey County Council's No Wrong Door service.

Recommendation 2: that Corporate Parenting not agree to an accreditation fee which it considers to be disproportionate to the benefits of accreditation.

Recommendation 3: that the development and introduction of a No Wrong Door service in Surrey continue.

Recommendation 4: that Corporate Parenting undertake targeted work to foster a shared culture between No Wrong Door staff at an early stage of the implementation of the model; and develop clear lines of accountability for staff.

Recommendation 5: that Corporate Parenting have regard to the importance of the consistency of No Wrong Door key workers when developing those roles and the job descriptions therefore; and explore ways to promote the retention of key workers and other NWD staff.

Recommendation 6: that consistent support from the No Wrong Door team be emphasised, rather than consistent support from individual No Wrong Door staff members.

Recommendation 7: that designs for No Wrong Door hubs not be finalised until after the service has been operational for at least six months, including operating in shadow form.

Recommendation 8: that Corporate Parenting work with User Voice and Participation to agree a name for Surrey's No Wrong Door service other than 'No Wrong Door', if doing so is compatible with any terms of accreditation agreed with North Yorkshire County Council and will not significantly impair the recruitment of No Wrong Door staff.

Recommendation 9: that the Cabinet Member for Children, Young People and Families report on the development, implementation and impact of the No Wrong Door, with reference to the recommendations of this report and agreed performance measures for the No Wrong Door, to the Children, Families, Lifelong Learning and Culture Select Committee in October 2021, subject to the implementation of the No Wrong Door by April 2021.

Councillor Lesley Steeds, Chairman of the No Wrong Door Task Group

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Sources/background papers

Appendices

Appendix 1 – Collated responses to the public survey conducted between 20 July 2020 and 4 August 2020 by the No Wrong Door Task Group

Annexes

Annex 1 – Terms of Reference

Annex 2 – Public Survey

Annex 3 – NWD model proposed for Surrey

Annex 4 – Written submission from Director – Corporate Parenting dated 5 August 2020

Annex 5 – Supplementary written submission from Director – Corporate Parenting dated 5 August 2020

Annex 6 – Written submission from Director – Corporate Parenting dated 19 August 2020

Annex 7 – Minutes of an oral evidence session with Director – Corporate Parenting on 21 August 2020

Annex 8 – Written submission from Detective Chief Superintendent Carwyn Hughes, Head of Public Protection, Surrey Police, dated 26 July 2020

Annex 9 – Written submission from Lou Williams, Service Director for Children and Safeguarding, Cambridgeshire County Council, dated 13 July 2020

Annex 10 – Minutes of an oral evidence session with Lou Williams, Service Director for Children and Safeguarding, Cambridgeshire County Council, on 5 August 2020

Annex 11 – Written submission from Mary Lewis, Cabinet Member for Children, Young People and Families, dated 19 August 2020

- Annex 12 – Written submission from Andrea Brazier, Service Manager – Young People, Wiltshire Council
- Annex 13 – Minutes of an oral evidence session with Anne Tully, No Wrong Door – Project Manager, Rochdale Borough Council, on 20 August 2020
- Annex 14 – Written submission from Jamie-Leigh Clark, Assistant Manager, User Voice and Participation, dated 27 July 2020
- Annex 15 – Draft Big Survey 2020
- Annex 16 – Minutes of an oral evidence session with User Voice and Participation officers on 7 August 2020
- Annex 17 – Mean and modal Surrey County Council children's social worker caseloads at 10 September 2020
- Annex 18 – Out-of-area and out-of-county placements 1 September 2018 to 1 September 2020
- Annex 19 – Written submission from Lindsey Ellis, Management Coordinator to Director – Corporate Parenting, dated 17 September 2020.

Appendix 1

**Collated responses to the public survey conducted between 20 July 2020 and
4 August 2020 by the No Wrong Door Task Group**

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Appendix 1 – collated responses to the public survey conducted between 20 July 2020 and 4 August 2020 by the No Wrong Door Task Group

Please note that only the responses of respondents who confirmed they are content for their responses to be published have been included in this document. Responses to introductory questions for the purposes of directing a respondent to the set of questions relevant to their identity have been omitted, as have unanswered questions, personal information (other than that of the respondent) and contact details.

A response dated 21 July 2020

As you answered 'other' to the previous question, please briefly explain why you are completing this survey. You may wish to identify yourself.

Surrey County Councillor

How do you/does your organisation support looked-after children and care leavers?

A home

What are the common needs and aspirations of looked-after children and care leavers?

Love

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Families

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Support for the family

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

No

Response dated 23 July 2020

If you wish for your response to this survey to be identifiable, please provide your name (optional)

Ruth Godden, Specialist nurse working with children and young people who are 'Looked after'

How do you/does your organisation support looked-after children and care leavers?

I am a specialist nurse working within a team of nurses who provide health assessments and support and advice for looked after children, young people, their carers and other professionals.

What are the common needs and aspirations of looked-after children and care leavers?

For all children and young people

To be looked after by their families; To feel wanted and cared about; To feel they matter; to have an allocated worker who stays in their post; not to be moved away physically from their friends and school; not to keep changing placements; for health care to be efficient and uninterrupted

For care leavers

To have somewhere to live; to feel free of bureaucratic and statutory oversight; to have a reason to get out of bed in the morning; to make decisions for themselves

For unaccompanied asylum seekers

To be in touch with their families at home; To live somewhere where they can have easy contact with other people from their home community; To be helped to stay in this country; To access education and work

For children with disabilities

For their parents to be allowed to continue to advocate for them once they are over 18;
To live as independent life as possible; To have stability in their living arrangements and for choice of facility not to be based on cost or location; to have a stable carer who knows and understands their complex needs

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Negative view in the wider community of care leavers - labelling, low expectations

Frequent changes of placement

Changes of worker

Changes of carer

Changes of school

Health needs overlooked due to frequent transitions from one service to another when placement moves take place; loss of continuity in health care

Poor support for emotional wellbeing - frequent placement moves makes CAMHS support patchy; diagnoses are written in records through "word of mouth" but the initial evidence of the diagnosis is lost. Thinking about ASD & ADHD here. I've seen children labelled from no firm diagnosis.

Poor educational outcomes

Disruption of friendship groups

No community or social network which can support - children being removed from their background culture makes this worse

System which means children could be expected (or allowed!) to live independent lives from 18+

while most non care experienced 18 year olds continue to have support from their families for many years after 18.

Giving too much agency to the young person's rejection of follow up services instead of sticking with them. We wouldn't give up on our own 18 year olds even if they consistently told us they didn't need us and didn't want us

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Setting up a system which creates trust in the young person. Having high expectations for every child. Making educational achievement and access to health care as important as a child's safety.

The suggested No Wrong Door model sounds ideal but in reality we know Surrey struggle to retain staff; there are frequent placement breakdowns/changes; communication between agencies can be poor; children's background health needs are consistently overlooked and health information is lost and care is interrupted when children move placements.

I have no idea how you can address these issues!

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 23 July 2020

How do you/does your organisation support looked-after children and care leavers?

I'm an adoptive parent.
I'm a sessional support worker in a residential home for children.
I run a local adopters' support group.

What are the common needs and aspirations of looked-after children and care leavers?

To have a trusted adult who they can attach to and who will do everything that they can to support them.
To feel safe.
To have a safe, stable home.

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

When their trusted adults leave or move on to different roles.
Lack of ongoing reliable support from a trusted adult/adults.

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Every child should have a key group of trusted adults who know and understand them and who will do all that they can to support that child.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

No

Response dated 27 July 2020

If you wish for your response to this survey to be identifiable, please provide your name (optional)

Foster Carer and Adopter Parent

How do you/does your organisation support looked-after children and care leavers?

We work with the children as a family, helping them settle into a family routine with routine and boundaries. This involves exploring new activities, sharing achievements, raising self esteem and ensuring they feel valued. Additionally working in a very therapeutic way bearing in mind separation and past trauma.

What are the common needs and aspirations of looked-after children and care leavers?

The need to build self esteem and feel valued
The need to belong and feel wanted, safe and secure
Regular meals and bedtime, routine as in to know what to expect
To arrive at school and not feel different, to have everything they need, have someone who values them go to parents evening, attend school trips
To feel they have a future, aspirations
Not to feel they are always 'different'

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Uncertain future
Emotional upset, past trauma
irregular social workers, trusting relationships are often difficult to establish and change in social workers reinforces separation, lack of trust
Change in schools due to change in home settings, too much change to handle, too many new relationships
lack of choice,
when contact, cancelled too many times, inability to communicate their true wishes, often confusion around their feelings regarding contact

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Trusted and lasting relationships
Ability to settle in a community even when this is not possible in the same family, i.e. same school, clubs etc
Early intervention to prevent children on/off plans from birth and then finally removed in teen years, up to the age of 11 we have seen you can change a child's future, after enter into secondary school this is a lot harder and more placement breakdowns
Transparency with children
long term social workers, if a social worker does leave a planned and therapeutic goodbye

If you would like to make any further comment about these matters, please do so here.

We have had experiences of all the above good and bad so speak from the heart

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 28 July 2020

As you answered 'other' to the previous question, please briefly explain why you are completing this survey. You may wish to identify yourself.

I am a Community Influencer Volunteer with HealthwatchSurrey

How do you/does your organisation support looked-after children and care leavers?

Healthwatch Surrey is an independent organisation that gives people a voice to improve and shape services and helps them get the best out of the health and social care services. We support looked-after-children and care leavers by amplifying their voices to service providers and commissioners to ensure accessibility to services that meet their needs.

What are the common needs and aspirations of looked-after children and care leavers?

Looked after children and care leavers need to feel valued individuals and have strong relationship(s) with community(s) and group(s) who are important to them. With the strength of being valued and supported, children-in-care and care leavers can reach their full potential

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Children in care need more than transactional support. By transactional support I mean being taken for health checks, being given a school placement, working through a checklist. We need to invest time with people children-in-care and care leavers can form strong relationships with to give them the opportunity and space to understand themselves and take steps to fulfil their potential as valued member(s) of society.

Investment in supporting children from birth to develop nurturing relationships ie prevention is important.

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Reopen sure-start centres to support families and prevent children going into care.

Once in care, children in care and care leavers are children being looked after by the State.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 28 July 2020

How do you/does your organisation support looked-after children and care leavers?

Preparing LAC young people for leaving care. A children's home.

What are the common needs and aspirations of looked-after children and care leavers?

Good aspirations for looked after children and then as they turn 18 people step back and say they care for young people but don't.

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Lack of commitment and responsibility of post 18 workers

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Actually care about them and don't use the excuse of they are 18 and I can't force them to engage as an excuse. See them as often as they need not according to your timescales

If you would like to make any further comment about these matters, please do so here.

I feel that care leavers get a poor service and that we set them up by giving a good service before they are care leavers and then we forget about them.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Response dated 29 July 2020

What is the name of the organisation you represent?

Woodlands Children's Home

How do you/does your organisation support looked-after children and care leavers?

I am a Care Leaver myself so I have first-hand experience of the system.

We support Looked After Children directly as residential support workers. At Woodlands Children's home we support young people with individual tasks in a caring role to maximise their potential and opportunities.

What are the common needs and aspirations of looked-after children and care leavers?

- Patience
- Empathy
- Nurture

I'd say to be supported, cared for, and guided. Without the right level of support their aspirations/hoped outcomes can be impacted massively.

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

The lack of support and consistency from services due to timeliness and over run services that support our young people and care leavers. I know from experience how much services can impact your journey so it is paramount for services to meet their needs for them to achieve their aspirations.

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Services to improve to ensure every child and young person receives the right level of support at the right time. It is crucial for services to be delivered in a way that is suitable for children and young people.

I have reviewed the proposed changes to the way services are delivered and these changes set out in the NWD look effective and driven by what is right for children in care and Care Leavers. Integrative services would not only save time it would also save money and reduce cross overs between services and improve timeliness. But most importantly improve outcomes by offering consistent support for service users.

If you would like to make any further comment about these matters, please do so here.

It is important to mention that being a former service user, my journey was impacted massively by the efficiency and timeliness of services supporting me. I always say that I am lucky to have had the right support to get me where I am today. However, for other Care Leavers their hoped outcomes are not always achieved and it is our duty as professionals to give every Looked After Child and Care leaver the best chance to maximise their opportunities and potential. It is our duty to improve services and outcomes and this can happen by services working together and offer them consistency. Quite often their lives in care are filled with different professionals leaving, moving

placements, not knowing who will be the next to leave. Therefore integrating services to me is a positive thing and should very much be something that should be implemented.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 29 July 2020

As you answered 'other' to the previous question, please briefly explain why you are completing this survey. You may wish to identify yourself.

East Surrey Domestic Abuse Service (ESDAS)

How do you/does your organisation support looked-after children and care leavers?

we have supported CYP entering the care system and advocated for them at meetings.

We have supported Foster Carers in understanding the impact of DA on CYP and presented behaviours.

We have supported other professionals involved in the process in understanding the impact of DA on CYP and presented behaviours.

We have worked in partnership with other organisations (Camhs, Hope Service, NYAS) to support CYP through the looked after process.

We have provided DA training to multi agency professionals

What are the common needs and aspirations of looked-after children and care leavers?

To be understood - this is a significant factor in the context of DA as often CYP will feel that 'others' do not understand

To have a regular, consistent worker - significant to build a trusting working relationship

To not be judged - a significant factor given the powerful emotional feelings around shame and guilt that are experienced

To be listened to - this is described as 'being heard' rather than a worker assuming they understand and misinterpreting the narrative being used. Often a CYP will not challenge this and internalise the miscommunication, reaffirming an already existing belief system of not worthy of speaking out or not being believed, which comes from living with the power and control elements of domestic abuse.

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

In relation to domestic abuse -

Often CYP carry labels and hold destructive belief systems embedded by their experiences of neglectful parenting and disorganised attachments. For CYP living with domestic abuse, the distorted messages and unhealthy modelling of both victim and perpetrator behaviours can have significantly detrimental effects on abilities to relate to others.

The fear and coping mechanisms adopted of hyper vigilance, lack of trust, labels (angry, worthless, unlovable, ADHD/ASD, being to blame) can perpetuate barriers to engagement.

For some the struggles of feeling a sense of belonging and having a purpose and meaning in life can hinder the motivation to want to move forward if they struggle with the identity of being a 'looked after child'. In addition, feelings of rejection and abandonment, commonly experienced in domestic abuse cases, can foster resistance to change to protect from further hurt.

What could be done to better support looked-after children, children at risk of entering care and care leavers?

In relation to those who have experience domestic abuse -

It is important to understand the context and roles which may have been imposed on the CYP when living in domestically abusive households and the identity they may have adopted to survive.

For some this will be parenting siblings, taking on adult roles to get through the abuse alongside their non-abusive parent. When entering the care system there can be an expectation that these 'mini adults' become children and relinquish the identity they have been used to, leaving a feeling of uncertainty about where they belong in the world.

As the domestic abuse happens behind closed doors and over time, the psychological and emotional impact on CYP is often underestimated especially when incidents go undisclosed. For these CYP they experience adult situations and try to make sense of it from a child's perspective and the cognitive ability/capacity available to them, which can be impaired as a result of the trauma.

It is important for those caring for these CYP that awareness and training around DA is offered to better understand the learnt behaviours and distorted views of relating with others. Often CYP from DA backgrounds can be triggered by associated body language, words, tone of voice, sounds etc., which may not be known and can bring about problematic behaviours.

It is important to include CYP in the decision making process and for this to be transparent and communicated using language they understand. It is important to consider when systems and processes can mirror a familiar feeling of control for these CYP, particularly around authoritarian statuses.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 29 July 2020

What is the name of the organisation you represent?

Surreyheartlands CCG

How do you/does your organisation support looked-after children and care leavers?

We support the health needs of looked after children. Consulting with care leavers and looked after children to work with health providers to commission services for them. We support the coporate parenting board to ensure apporitiate health care and access to health care is available for looked after children and care leavers. We ensure providers are completing their statuotory duties and their statutory health functions are quality assured.

What are the common needs and aspirations of looked-after children and care leavers?

Lack of continuity of care so that they need to repeat thier story to multiple professionals. Lack of continuity of care is not conducive to building trusting relationships which in turn impacts on looked after children receiving trauma informed approached to their care as trust is an essential component. Long waiting lists or complicated systems to access services. Complicated services that they do not understand and cannot see why they benefit them directly. Services that are far away from thier community. Children placed out of county are disadvantaged when it comes to accessing specialist services such as mental health provision. Not enough support is offered when children transition from childhood to adult services, their is a lack of planning to ensure that the transition is made smoothly and with support from professionals they trust.

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Lack of continuity of care so that they need to repeat thier story to multiple professionals. Lack of continuity of care is not conducive to building trusting relationships which in turn impacts on looked after children receiving trauma informed approached to their care as trust is an essential component. Long waiting lists or complicated systems to access services. Complicated services that they do not understand and cannot see why they benefit them directly. Services that are far away from thier community. Children placed out of county are disadvantaged when it comes to accessing specialist services such as mental health provision. Not enough support is offered when children transition from childhood to adult services, their is a lack of planning to ensure that the transition is made smoothly and with support from professionals they trust.

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Consistent support from a key worker who contacts them regularly and builds up a relationship, enabling trauma informed approaches to care. But has support themselves from other agencies to access support for the child / care leaver for mental helath, SEND or physical helath issues.

Better support for UASC to access services, ensure interpreters are available.

Key worker to plan ahead and support transition between services and from childrens to adult services.

Early access to mental health support and sexual health advice.

Services that follow the child and are available wherever they are placed in the country.

Support until age 25 for all care leavers.

If you would like to make any further comment about these matters, please do so here.

The following Designated Nurses would be happy to be approached by the task and finish group in addition to Dr Sharon KEFFORD Designated Dr for Looked After Children

[redacted personal information]
[redacted personal information]

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Yes

Response dated 4 August 2020

What is the name of the organisation you represent?

Young epilepsy

How do you/does your organisation support looked-after children and care leavers?

Young Epilepsy provides education and residential care to children and young adults with epilepsy and a range of other neurological conditions. Some of the children within our school and the Children's Homes are looked after children. Some of the young people attending our college are Care Leavers and may also reside in the onsite accommodation.

Young Epilepsy staff contribute to review meetings for Children who are Looked After and liaise closely with social workers and personal advisers for CLA and Care Leavers.

What are the common needs and aspirations of looked-after children and care leavers?

To develop their independence skills in all aspects of their life.
To have positive social interactions and relationships with family, friends and others.
To have improved health management
To develop communication skills
To develop life skills
To access their local community and have a good quality of life

What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

- Their changing or declining health needs
- Requiring more bespoke living environments with fewer peers
- Lack of services in their local communities

What could be done to better support looked-after children, children at risk of entering care and care leavers?

Strong coordination between health, social care and education colleagues to provide person centered plans and placements, rather than those based on how budgets and teams are coordinated in the local authorities.

Better understanding and support for disabled children and young people across services, especially those who have epilepsy, so that they can be included in and choose to access a range of services.

Less changes in personnel supporting the child e.g. Social Workers.

Social Workers with capacity to really focus on the individual child.

Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Yes

Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

No

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Annex 1

NWD model proposed for Surrey

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Select Committee Task and Finish Group Scoping Document

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Scrutiny Officer complete the scoping template.
3. The Select Committee agrees membership of the task and finish group.

Review Topic: The introduction of the No Wrong Door model
Select Committee(s) Children, Families, Lifelong Learning and Culture
Relevant background Under the Children Act 1989, a child is 'looked after' if they are provided with accommodation for a continuous period of more than 24 hours or is subject to a Care Order or Placement Order. This can include disabled children in receipt of a series of 'respite care' placements. Children cease to be looked after when they return home, are adopted or made subject to a Special Guardianship, or reach 18 years of age. The council's key duty towards looked after children is to 'safeguard and promote' their welfare and to 'make such use of services available for children cared for by their own parents as appears to the Authority reasonable. Following Ofsted's 2018 judgement of Surrey's children's services as 'inadequate', the council, as part of a wider transformation programme, embarked on an improvement programme to transform children's services. The introduction of the No Wrong Door model was identified by the Commissioner for Surrey Children's Services as a critical element of the children's improvement programme. The Children, Families, Lifelong Learning and Culture Directorate intends to introduce a service delivery model based on the evidence-based No Wrong Door first developed by North Yorkshire County Council and has invited the Select Committee to form a task group to contribute to the development of that model. The Directorate aims to begin running the model in shadow form from January 2021 and formally implement the model by May 2021. Under the No Wrong Door, young people who are in or at the edge of care are supported by a single team of trusted and skilled workers which stays with the service user. This approach aims to reduce referrals and the associated issues and for young people to be supported by a dedicated, highly trained team. Services are delivered from hubs. Independent evaluation by Loughborough University, two years after the No Wrong Door was implemented in North Yorkshire, found that the model was effective at improving outcomes for service users and generating efficiencies across the services they use, particularly by preventing service users from entering care.

Why this is a scrutiny item

- 1) The improvement of children's services is a strategic objective for the council.
- 2) The proposals concern a substantial transformation of key children's services and the way in which partner organisations support service users.
- 3) Children's services' users are an inherently vulnerable group which may be significantly affected by changes in practice.

What question is the task group aiming to answer?

- 1) What are the needs and aspirations of children in and at the edge of care in Surrey?
- 2) Should the No Wrong Door model be adopted in Surrey in principle?
- 3) How should the local model be developed and implemented?
- 4) How will the success of the No Wrong Door model be measured?

Aims

- To map relevant services and the needs and views of service users and stakeholders.
- To assess the suitability of the No Wrong Door model and make recommendations regarding how the local model is to be developed, implemented and evaluated.
- To contribute to the development of a model which generates better outcomes for service users and, consequently, Surrey.

Objectives

- 1) To map the relevant services provided by the Children, Families, Lifelong Learning and Culture Directorate and partners.
- 2) To identify stakeholders and capture and amplify their views at an early stage of the model's development, particularly the views of looked-after children and care leavers.
- 3) To assess the suitability of the No Wrong Door model both in principle and with regard to the Surrey context.
- 4) To make recommendations on the development and implementation of the new model.
- 5) To establish how the success of the No Wrong Door model will be measured.

Scope (within / out of)

In scope:

- the current policies and practice of Surrey County Council and other organisations through which the council discharges its relevant functions or which support relevant service users;
- the No Wrong Door model;
- Surrey County Council's proposals and plans for development and implementation of the No Wrong Door model in the county; and
- the needs and views of stakeholders, particularly service users.

Out of scope:

- the detailed consideration of the services that support relevant service users (as opposed to the model under which they are delivered);
- the detailed consideration of placements and post-care accommodation; and
- the detailed analysis of the quality of frontline practice.

Outcomes for Surrey / Benefits

The work of this task group will contribute to the transformation of the model under which key children's services are delivered which will better support vulnerable young people, improving outcomes and creating efficiencies. This:

- i) supports the council's strategic priorities of supporting independence, increasing partnership working and supporting the local economy;
- ii) embodies the strategic principles guiding the council's work: focusing on ensuring no one is left behind; taking a fresh approach to working in partnership; supporting people to help themselves and each other; and involving and engaging residents earlier and more often in designing and delivering services, and responding to challenges;
- iii) satisfies the general duty in section 17 of the Children Act 1989 that local authorities shall safeguard and promote the welfare of children within their area who are in need; and, so far is consistent with that duty, to promote the upbringing of such children by their families; and
- iv) improve the performance indicators detailed in Annex 1 of this document.

Proposed work plan

It is important to clearly allocate who is responsible for the work, to ensure that Members and officers can plan the resources needed to support the task group.

Timescale	Task	Responsible
July 2020	Research, identification of witnesses and development of key lines of enquiry. Written evidence gathering, including public call for evidence.	Task Group and Scrutiny Officer
August 2020	Refinement of key lines of enquiry to reflect written evidence, before gathering oral evidence. Proposed oral evidence sessions: 1) Topic: the current service, demand and the proposed model. Witnesses: Cabinet Member for Children, Families and Lifelong Learning and Chairman of the Corporate Parenting board; Director of Corporate Parenting; Director of Family Resilience and Safeguarding; and Project Manager. Objectives: i) understand current services, demand and unmet need; and ii) understand the proposed model and how it is to be developed and implemented. 2) Topic: the needs and views of service users. Witnesses: User Voice and Participation and respondents to public call for evidence.	Task Group

	<p>Objectives:</p> <ul style="list-style-type: none"> i) understand the needs of LAC and care leavers and their experiences of care; and ii) learn how LAC and care leavers feel they could be/could have been better supported. <p>3) Topic: the views of key external partners</p> <p>Witnesses: Surrey Police, District and Borough Councils (in their capacity as housing authorities) and healthcare commissioners and providers.</p> <p>Objectives:</p> <ul style="list-style-type: none"> i) understand what works well currently and what could be improved; and ii) listen to views on the proposed model. <p>4) Topic: the No Wrong Door model and experiences of introducing it and service delivery thereunder.</p> <p>Witnesses: officers and Cabinet Members from LAs which have adopted or considered adopting the No Wrong Door model.</p> <p>Objectives:</p> <ul style="list-style-type: none"> i) understand the prerequisites to successful adoption of the model (e.g. consultation process and support from cabinet members, senior officers and partner organisations); ii) understand why local authorities which explored introducing No Wrong Door but decided against doing so chose not to adopt the model; and iii) understand the realities of service delivery under the model and the model's impact on service users. <p>NOTE:</p> <ul style="list-style-type: none"> • This schedule is intended to function as a guide and may be subject to change. • It is expected that oral evidence will be gathered remotely via Microsoft Teams. 	
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August – September 2020	Evidential analysis and draft report skeleton Draft report	Task Group Chairman and Scrutiny Officer
September 2020	Report to Cabinet and Select Committee by Friday, 11 th September	Chairman and Scrutiny Officer

Witnesses

- Cabinet Member for Children, Young People and Families and Chairman of the Corporate Parenting Board.
- Officers from the Children, Families, Lifelong Learning and Culture Directorate. In particular, the Executive Director, Director of Corporate Parenting, Director of Family Resilience and Safeguarding, and Project Manager.
- Cabinet Members and Officers from other LAs which have introduced or considered introducing the No Wrong Door model, particularly North Yorkshire County Council.
- Representatives of partner organisations which support service users, particularly Surrey Police, District and Borough Councils (in their capacity as housing authorities) and healthcare commissioners and service providers.
- Looked-after children and care leavers (primarily through User Voice and Participation).
- Wider stakeholders, including residents.

Useful Documents

- No Wrong Door: services for young adolescents in care in North Yorkshire, Local Government Association (2018) <https://www.local.gov.uk/no-wrong-door-services-young-adolescents-care-north-yorkshire>
- Evaluation of the No Wrong Door Innovation Programme, Department for Education (2017)
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf
- The No Wrong Door: Rethinking Care for Adolescents, North Yorkshire County Council (2014) <http://icha.org.uk/wp-content/uploads/2017/11/North-Yorkshire-No-Wrong-Door-model.pdf>

Potential barriers to success (Risks / Dependencies)

- Member and Officer availability.
- The Covid-19 pandemic preventing site visits and face-to-face meetings and its exigencies causing officer redeployment or limiting the capacity of external witnesses to give evidence.
- Limited stakeholder engagement, particularly vulnerable young people.

Equalities implications

There have not been any direct equalities implications identified for this work. However, the Task Group will proactively enquire as to potential equality implications during its enquiry.

Task Group Members

Cllr. Lesley Steeds
Cllr. Kay Hammond (*ex officio*)

	Cllr. Chris Botten Cllr. Barbara Thomson Cllr. Chris Townsend Cllr. Robert Evans Cllr. Liz Bowes
Co-opted Members	None
Spokesman for the Group	Cllr. Lesley Steeds
Scrutiny Officer/s	Benjamin Awkal

Annex 1: Associated Performance Indicators

Statutory Department for Education measures

- Rate of Looked after children per 10000 population.
- Numbers of admissions to care – (over 12 years old only for the No Wrong Door eligibility).
- Proportion of looked after children with 3 or more placements in the last 12 months.
- Looked after children placed over 20 miles from home and outside Surrey.
- Proportion of 16-19 year olds in Education Employment and Training (EET).

Partner/Surrey County Council Corporate Parenting measures

- Looked after children affected by child exploitation.
- Looked after children with missing from home episodes.
- Strengths and Difficulty Questionnaire (SDQ) score.
- Children's Global Assessment Scale (CGAS) score.

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Annex 2

Public Survey

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The Needs of and Support for Young People Who are in Care or Have Been in Care

Overview

Surrey County Council intends to introduce a new service delivery model to support children and young people who are in care or at risk of transitioning into care without intervention.

The Children, Families, Lifelong Learning and Culture Select Committee has established a Task Group to assess the suitability of the model and make recommendations on how it should be developed and implemented if its introduction is found to be desirable. To do this, the Task Group would like to better understand the journey through care and is seeking the views of looked-after children and care leavers and the people and organisations who support them, but also welcomes submissions from anyone else who wishes to comment on these matters. The Task Group will draw out common themes from responses and use them, along with other evidence, to assess the suitability of the model in principle and recommend which factors should be given special consideration during its development and implementation to achieve the best outcomes for Surrey residents. The Task Group will ultimately publish a report containing those recommendations, which will be considered by both Surrey County Council's Cabinet and Children, Families, Lifelong Learning and Culture Select Committee.

The report of a recent task group can be viewed here: <https://mycouncil.surreycc.gov.uk/documents/s67033/item%2005%20-%20SEND%20TG%20Report%20-%20Final.pdf> <<https://mycouncil.surreycc.gov.uk/documents/s67033/item%2005%20-%20SEND%20TG%20Report%20-%20Final.pdf>>

The Task Group will not take a view on individual cases but will use them to inform its understanding of how current the current service delivery model impacts service users.

Submissions by care leavers and looked-after children will be anonymous and will not be published. Their content may be paraphrased in the Task Group's report.

Submissions by individuals and organisations with experience of supporting care leavers and looked-after children will only be published with the express consent of the respondent and at the discretion of the Task Group. Individuals have the option to remain anonymous.

The privacy notice for this survey is available at <https://www.surreycc.gov.uk/council-and-democracy/your-privacy/our-privacy-notices/no-wrong-door-taskgroup-privacy-notice> <<https://www.surreycc.gov.uk/council-and-democracy/your-privacy/our-privacy-notices/no-wrong-door-taskgroup-privacy-notice>>

The proposals

Young people who enter care during their teenage years traditionally spend considerable periods in residential care often without sufficient planning and support to re-engage in family relationships or form strong relationships with carers. They are more likely to have placement breakdowns as a result of poor experiences in their formative years and lack of effective engagement with services. They can follow a path of multiple placements, with hand offs between services and changing relationships following each placement breakdown. Some develop multiple vulnerabilities through offending behaviour, substance misuse, disengagement from education and high risk taking behaviours such as repeatedly going missing. Over time, young people can become distrusting of positive relationships and develop a self-preservation mechanism of distrust.^[1] <#_ftn1>

Surrey County Council is proposing to introduce a local version of the No Wrong DoorTM (NWD) model first developed by North Yorkshire County Council. Under the model, children and young people who are in or at the edge of care are supported by a single team of workers who stay with the service user. By integrating services, the model aims to reduce referrals between services, reduce the number of assessments and plans to which service users are subject and ensure consistency of key worker even after a child ceases to be looked after, to ultimately generate better outcomes for service users – primarily by preventing young people (particularly 16-17 year olds) from entering care and reducing the time young people spend in care. Under the model, services would eventually be delivered from hubs containing a range of residential placements. It is important to note that, if introduced, the model would not significantly change the services which are provided by the council, but rather *how* they are delivered and accessed; therefore, the Task Group's focus will be on delivery model rather than the quality or range of services available. The proposed introduction of this model of service delivery forms part of the council's wider transformation of children's services which is continually subject to scrutiny and oversight by the Children, Families, Lifelong Learning and Culture Select Committee.

Importantly, young people are not required to enter a formal agreement to access support delivered under the model.

If the model is adopted, the following assessments and support are expected to be available from hubs in Surrey without need for referral: Life Coach, Communication Support Worker, Data Analyst, Police Case Workers, liaison with allocated social worker, maths and English tuition delivered when and where necessary, Restorative Practice, Motivational Interview, and collaborative work with social workers and care-leaving services.

The integrated service will ensure young people have access to a range of accommodation options (including residential care home beds, emergency residential beds, foster family placements, supported accommodation, supported lodgings and bespoke placements). Young people will be placed in a hub, not a type of residential home or care placement.

There are 10 distinguishing factors of North Yorkshire's NWD:

- always progressing to permanence with a family or to community independence;

- high-stickability of the keyworker;
- fewer referrals to other services;
- the workforce training offer, with strong roots in restorative approaches;
- no 'heads on beds' culture – success is an empty children's home;
- no assessment appointments;
- a core offer to all young people;
- multi-agency intelligence-based approach to risk;
- effective governance and close partnership; and
- young people's aspirations drive practice.[\[2\]](#) <#_ftn1>

The anticipated impact of the proposed model is:

- no matter how diverse or complex, young people's needs are met within one team of skilled and trusted workers;
- trusted relationships and stickability are the foundations of building resilience and self-worth;
- strengths-based and positive risk management improve safety and stability;
- reduce vulnerabilities;
- increase engagement in education, training and work readiness;
- improve physical and emotional well-being;
- reduce criminal activity and involvement with the police, e.g. periods of being missing; and
- reduce costs to the council, police, NHS, etc.

The NWD in North Yorkshire was independently evaluated by Loughborough University just under two years after it was introduced. The evaluation found that:

- there was a reduction in Strengths and Difficulties Questionnaire scores over time; the more involvement from specialist roles, the better the outcome;
- more involvement from specialist roles led to less missing incidents, indicating participants are happier at home or in their placement;
- evidence of improvements in mental wellbeing from an interview sample, including in a reporting of mental health issues;
- staff were able to use a range of strategies with the young people;
- resilience and self-esteem increased, including the use of bespoke activities which were viewed positively by the young people and raised their self-esteem; and
- No Wrong Door workers were a key support to the young people in time of a crisis.[\[3\]](#) <#_ftn1>

[1] <#_ftnref1> North Yorkshire County Council, 'No Wrong Door: Rethinking Care for Adolescents' (2014) <http://icha.org.uk/wp-content/uploads/2017/11/North-Yorkshire-No-Wrong-Door-model.pdf> <<http://icha.org.uk/wp-content/uploads/2017/11/North-Yorkshire-No-Wrong-Door-model.pdf>>

[2] <#_ftnref1> © North Yorkshire County Council 2016

[3] <#_ftnref1> Lushey et al., 'Evaluation of the No Wrong Door Innovation Programme' (2017) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf>

About you

1 Are you -

(Required)

Please select only one item

- a child or young person in the care of Surrey County Council; or a care leaver; or
 a person with experience of supporting looked-after children or care leavers; or
 a representative of an organisation with experience of supporting looked-after children or care leavers; or other.

Dates in care

i In which year did you first enter care?

The year in which you first entered care

ii In which year were you last in care?

The year in which you left care for the last time

Individuals

i If you wish for your response to this survey to be identifiable, please provide your name (optional)

Organisations

i What is the name of the organisation you represent?

Please enter the name of your organisation

'Others'

i As you answered 'other' to the previous question, please briefly explain why you are completing this survey. You may wish to identify yourself.

Questions for care leavers and looked-after children

Related Information

Surrey County Council is proposing to introduce a local version of the No Wrong Door^{RTM} (NWD) model first developed by North Yorkshire County Council. Under the model, children and young people who are in or at the edge of care are supported by a single team of workers who stay with the service user. By integrating services, the model aims to reduce referrals between services, reduce the number of assessments and plans to which service users are subject and ensure consistency of key worker even after a child ceases to be looked after, to ultimately generate better outcomes for service users – primarily by preventing young people (particularly 16-17 year olds) from entering care and reducing the time young people spend in care. Under the model, services would eventually be delivered from hubs containing a range of residential placements. It is important to note that, if introduced, the model would not significantly change the services which are provided by the council, but rather *how they are delivered and accessed*; therefore, the Task Group's focus will be on delivery model rather than the quality or range of services available. The proposed introduction of this model of service delivery forms part of the council's wider transformation of children's services which is continually subject to scrutiny and oversight by the Children, Families, Lifelong Learning and Culture Select Committee.

Importantly, young people are not required to enter a formal agreement to access support delivered under the model.

If the model is adopted, the following assessments and support are expected to be available from hubs in Surrey without need for referral: Life Coach, Communication Support Worker, Data Analyst, Police Case Workers, liaison with allocated social worker, maths and English tuition delivered when and where necessary, Restorative Practice, Motivational Interview, and collaborative work with social workers and care-leaving services.

The integrated service will ensure young people have access to a range of accommodation options (including residential care home beds, emergency residential beds, foster family placements, supported accommodation, supported lodgings and bespoke placements). Young people will be placed in a hub, not a type of residential home or care placement.

There are 10 distinguishing factors of North Yorkshire's NWD:

- always progressing to permanence with a family or to community independence;
- high-stickability of the keyworker;
- fewer referrals to other services;
- the workforce training offer, with strong roots in restorative approaches;
- no 'heads on beds' culture – success is an empty children's home;
- no assessment appointments;
- a core offer to all young people;
- multi-agency intelligence-based approach to risk;
- effective governance and close partnership; and
- young people's aspirations drive practice.[\[1\]](#) <#_ftn1>

The anticipated impact of the proposed model is:

- no matter how diverse or complex, young people's needs are met within one team of skilled and trusted workers;
- trusted relationships and stickability are the foundations of building resilience and self-worth;
- strengths-based and positive risk management improve safety and stability;
- reduce vulnerabilities;
- increase engagement in education, training and work readiness;
- improve physical and emotional well-being;
- reduce criminal activity and involvement with the police, e.g. periods of being missing; and
- reduce costs to the council, police, NHS, etc.

The NWD in North Yorkshire was independently evaluated by Loughborough University just under two years after it was introduced. The evaluation found that:

- there was a reduction in Strengths and Difficulties Questionnaire scores over time; the more involvement from specialist roles, the better the outcome;
- more involvement from specialist roles led to less missing incidents, indicating participants are happier at home or in their placement;
- evidence of improvements in mental wellbeing from an interview sample, including in a reporting of mental health issues;
- staff were able to use a range of strategies with the young people;
- resilience and self-esteem increased, including the use of bespoke activities which were viewed positively by the young people and raised their self-esteem; and
- No Wrong Door workers were a key support to the young people in time of a crisis.[\[2\]](#) <#_ftn1>

[1] <#_ftnref1> © North Yorkshire County Council 2016

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<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf>

2 What are/were your needs and goals as a looked-after child or care leaver?

Please explain what you need/needed help with as looked-after child and what your personal goals are/were as a looked-after child.

3 As a care leaver or looked-after child, what stopped you from having your needs met/achieving your goals?

Explain what makes/made it difficult for you to achieve your goals and the things which stop/stopped your needs from being.

4 If you were responsible for the services supporting young people who are at risk of entering care, are looked after or who have left care, what would you do differently?

Explain the changes that would make it, or would have made it, easier for you to meet your needs and achieve your goals.

5 If you would like to make any further comment about these matters, please do so here.

6 Would you would be willing to meet with the Task Group to discuss this submission further? Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Please select only one item

Yes No

If you would be willing to meet with the Task Group, please provide an email address at which you may be contacted

Questions for those who support care leavers and looked-after children

Related Information

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Importantly, young people are not required to enter a formal agreement to access support delivered under the model.

If the model is adopted, the following assessments and support are expected to be available from hubs in Surrey without need for referral: Life Coach, Communication Support Worker, Data Analyst, Police Case Workers, liaison with allocated social worker, maths and English tuition delivered when and where necessary, Restorative Practice, Motivational Interview, and collaborative work with social workers and care-leaving services.

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- a core offer to all young people;
- multi-agency intelligence-based approach to risk;
- effective governance and close partnership; and
- young people's aspirations drive practice.[\[1\]](#) <#_ftn1>

The anticipated impact of the proposed model is:

- no matter how diverse or complex, young people's needs are met within one team of skilled and trusted workers;
- trusted relationships and stickability are the foundations of building resilience and self-worth;
- strengths-based and positive risk management improve safety and stability;
- reduce vulnerabilities;
- increase engagement in education, training and work readiness;
- improve physical and emotional well-being;
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<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf>

2 How do you/does your organisation support looked-after children and care leavers?

3 What are the common needs and aspirations of looked-after children and care leavers?

4 What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

5 What could be done to better support looked-after children, children at risk of entering care and care leavers?

When answering this, please consider the way that services are delivered and the proposed changes to the way in which some children's services are delivered - see 'Relevant Information' at the top of this page

6 If you would like to make any further comment about these matters, please do so here.

7 Are you content for your response to this survey to be published as part of the Task Group's report? Please be aware that publication is at the Task Group's discretion and not all submissions will be published.

Please select only one item

Yes No

8 Please indicate if you or a representative of your organisation would be willing to meet with the Task Group to discuss this submission further. Please note that any meeting would be conducted remotely using Microsoft Teams due to the coronavirus pandemic.

Please select only one item

Yes No

If you or a representative of your organisation would be prepared to meet with the Task Group, please also provide an email address at which you may be contacted.

Annex 3

Written submission from Director – Corporate Parenting dated 20 August 2020

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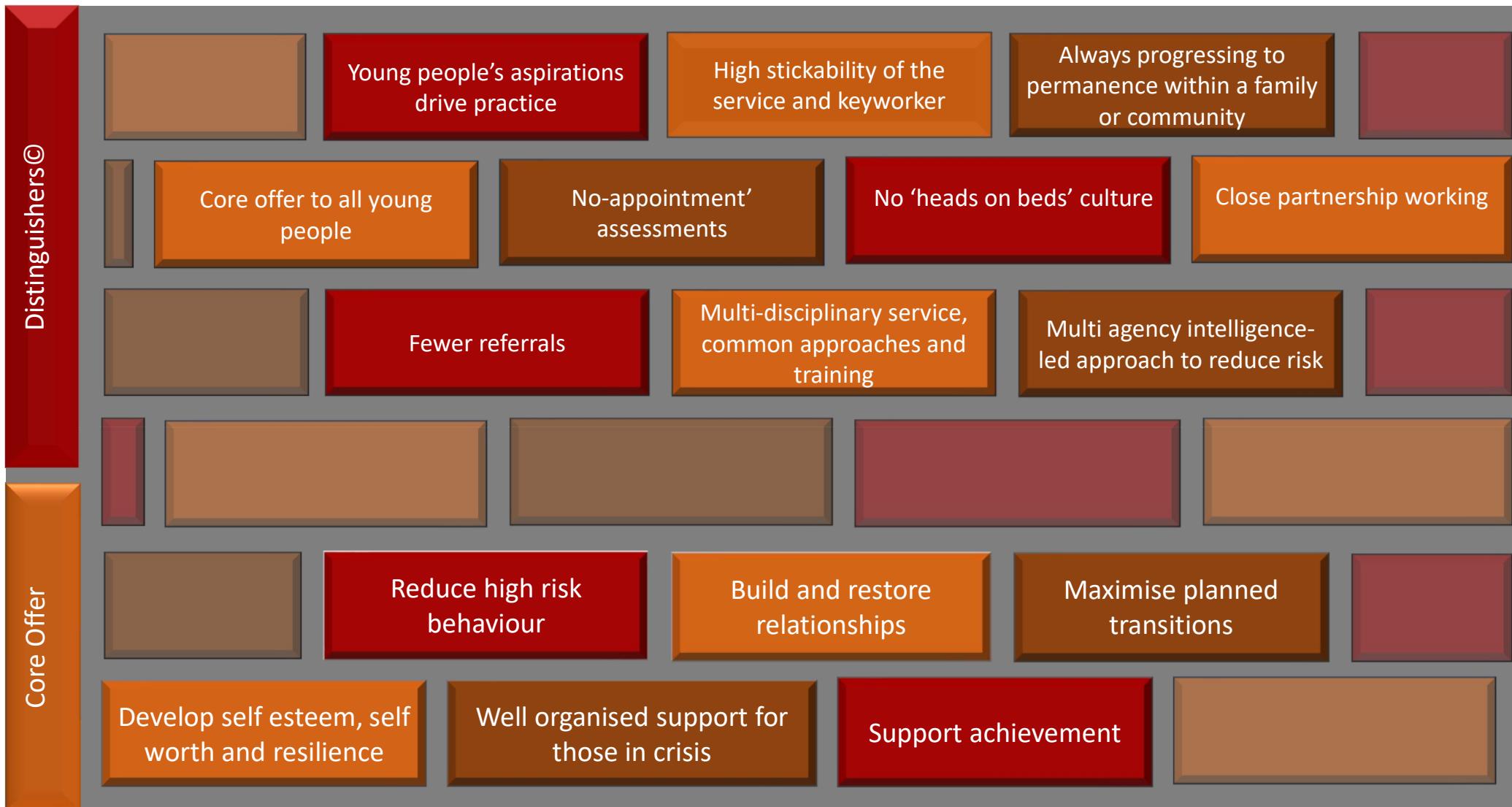
No Wrong DoorTM Model



The Model

- A Trademarked model developed by North Yorkshire County Council in 2015
- For young people who are experiencing family pressures and on edge of becoming looked after, those looked after, and those leaving care
- Provides support and, if necessary, flexible accommodation from a single multi-agency, multi-disciplinary team.
- The key driver is improving outcomes for young people
- A whole system approach which has ten Distinguisher
County Council 2016
- Looks to the long term, not just the short term

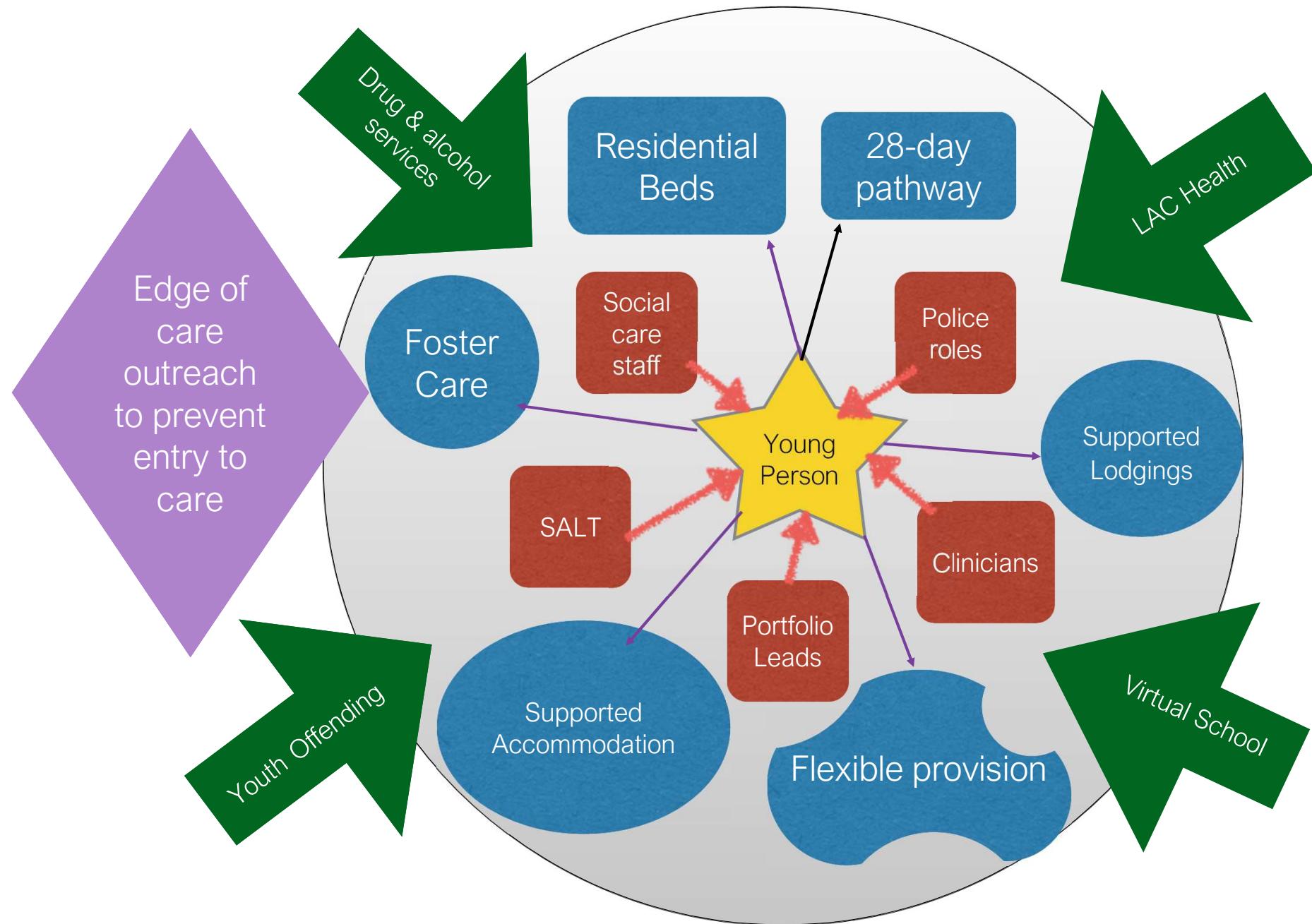
©North Yorkshire



Ten Distinguishers[©]

- Always progressing to permanence with a family or to community independence
- High stickability of the keyworker
- Fewer referrals to other services
- The workforce training offer, with strong roots in restorative approaches
- No ‘heads on beds’ – success is an empty children’s home
- No assessment appointments
- A core offer to all young people
- Multi agency intelligence-based approach to risk
- Effective governance and close partnership
- Young people’s aspirations drive practice

No Wrong Door Hub



The Core Offer

- Reducing high risk behaviour
- Empowering young people to build and restore relationships
- Maximising opportunities for planned transitions
- Supporting achievement
- Developing self-esteem, self-worth and resilience
- Ensure organised and appropriate support in times of crisis

Partnership Roles

Assessment and support from within the Hub

- Life Coach
- Communication Support Worker
- Data Analyst
- Police Case Workers
- Liaison with allocated social worker

Core educational offer (Maths & English)

- Flexible teaching commissioned to deliver where and when necessary

Shared training and support

- Restorative Practice
- Motivational Interviewing
- Collaborative work with social workers and leaving care services

Impact for young people

- No matter how diverse or complex, young people's needs are met within one team of skilled and trusted workers
- Trusted relationships and stickability are the foundations of building resilience and self-worth,
- Strengths-based and positive risk management improve safety and stability
- Reduce vulnerabilities
- Increase engagement in education, training and work readiness
- Improve physical and emotional well-being
- Reduce criminal activity and involvement with the police, e.g periods of being missing
- Reduce costs to the council, police, NHS

Annex 4

Written submission from Director – Corporate Parenting dated 5 August 2020

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Benjamin Awkal

From: Tina Benjamin
Sent: 04 August 2020 18:55
To: Benjamin Awkal
Subject: FW: Questions re No Wrong Door
Attachments: Milestones.xlsx; Project Plan high level.xlsx

Benjamin

Thank you for the agreed extension

The NWD project manager has responded to your questions below and added two attachments.

If you would like this in a different format for members, please can you advise and Toran who has copied in will format for you?

There is some additional data which will be sent over tomorrow but I hope the attachments will provide sufficient detail at the current time?

Regards

Tina Benjamin
Director Corporate Parenting
County Hall
Penrhyn road
Kingston upon Thames
KT1 2 BN
[REDACTED]

Dear Tina

On Friday, the Children, Families, Lifelong Learning and Culture Select Committee formally established the Task Group which will be looking at the No Wrong Door. The first step in the Task Group's inquiry is to request written evidence from a range of stakeholders, which will then be used to refine lines of enquiry and inform verbal discussions with witnesses in August.

The Task Group would be grateful for a response to the following points by **midday on Monday, 27 July 2020**:

1. How many children are currently in care in Surrey? What are their characteristics?

Please see below

2. What are the outcomes for care leavers in Surrey?

Further detail on this area will be provided tomorrow – we are just collating the data into some meaningful headlines to assist the Task group

3. What are the needs and aspirations of Surrey's looked-after children? How will these influence the development of the local model?

Our Big Survey results for 2020 are to be published shortly. We know that children want to stay within their birth family wherever possible, and if this is not possible they want to understand why they are in care, and be able to live in a safe and caring environment. They want to keep in touch with those who are important

to them, particularly siblings if they are not able to live with them. They don't want to be moved around, and want consistency of social worker, and to have staff and carers who understand them and their story. As they get older they want to feel supported as they move to independence and to live in good quality accommodation and receive support to learn independence skills.

In regard to the care system, they tell us there is a need for more/better/more available staff/foster carers/placements, for better communication with young people and between professionals, and for young people and their carers to be listened to. They want better support with mental health and for staff and carers to be better trained, and for improved support in managing family contact.

4. How does this project link in with the Directorate and council's strategies?

Implementation of the No Wrong Door™ model has been a cornerstone of the Directorate's Improvement Plan following the Ofsted Inspection in 2018. It fits with the Family Resilience model, being based on similar principles and values, and uses a similar skill base for staff.

The model fits with the current priorities of both the Health and Wellbeing Board, and the Children's Safeguarding Partnership, and also the Police and Crime Plan.

5. Please outline your proposals, including what work has been undertaken to date and what work is still to be undertaken and how it is to be conducted. (If there is an existing document containing this information, please provide that along with a brief summary)

Please see attached key milestones document and overview project plan.

It is proposed that the model is run in shadow from early 2021 in two of the existing Surrey council children's homes. Eventually the NWD hubs will relocate in 2022 to the purpose built homes which are part of the current capital development programme for the children's home estate.

Project support has been secured and recruitment is starting for a Service Manager role which will progress the model to business as usual. Work with the User Voice and Participation service has started to ensure young people are involved and that the young people's voice is central to the implementation of the model.

6. What are the barriers/facilitators to the successful adoption of the model?

Facilitators

- This model fits with priorities and the underpinning values for Surrey's improvement journey, and speaks to priorities for the Police in preventing and addressing exploitation and involvement in criminality for vulnerable adolescents
- It is a tried and tested model which has been evaluated as having positive impact on outcomes for young people
- Surrey is 'resource rich' and there are existing children's homes, and social care services/resources that can be mobilised to provide the NWD hubs/offer
- Surrey has a good track record of developing and running multi-agency wraparound services for children with high vulnerability/high risks – Hope/Extended Hope service

Barriers

- Work with partners is at a relatively early stage
- Recruitment to some specialist posts (psychologist and Speech and Language Therapist) may be impacted by the national shortage of applicants for these roles

- North Yorkshire County Council will have to accredit the implementation, given that they have trademarked the model. They are at an early stage of developing an accreditation model but expect to complete this within the next 6-8 weeks.

7. What are the benefits/disadvantages of the model?

Benefits:

- The model improves outcomes for young people
- The model brings together professionals from a range of disciplines and agencies to wrap around and stick with the young person
- There is a coordinated approach to managing and sharing risk presented to and from those young people
- The model has been evaluated by Loughborough University and is promoted by the DfE and the Innovation Unit as a best practice model
- The model has been shown in other councils to improve value for money to agencies, by reducing the incidence of (and therefore resources required) high risk events or crises such as missing episodes, presentation at hospital, and expensive out of county placements

Disadvantages

- The model is aimed at a particular cohort of looked after children and those on the edge of care, and for capacity reasons will have to be relatively strict about which young people it works with. This could exclude some young people who could potentially benefit from the model (e.g. those younger than the target cohort)
- The model is a 'whole-system' approach, and is reliant on partner agencies, senior leaders, other parts of the social care system, all working together. If there is pressure or weakness in one part of the system, this has potential to impact on the effectiveness of the model, and mitigation for this risk has to be built in.

8. How will you evaluate the effectiveness of the model if it is adopted?

Implementation of the model includes a specific workstream on performance management. It is important that outcome measures for the project are agreed with partners and young people/families as part of this workstream, along with tracking systems to measure impact for individual children. Young people will be involved at all stages of design, implementation and moving to business as usual. It is anticipated that the key measures for the whole cohort will be:

- Numbers of young people in the cohort becoming looked after (reduction expected)
- Length of time spent in care (reduction expected)
- Repeat admission to care (reduction expected)
- Placement stability (fewer placements expected)
- Number and length of missing episodes (reduction expected)
- Involvement with the criminal justice system - arrests, charges, repeat offending (reduction expected)
- Involvement with drug/alcohol services (increase in positive engagement with services/reduction in substance misuse)
- Reduction in out of county placements
- Reduction in use of children's homes beds
- Increase in EET for 16+ (education, employment and training)
- Engagement with education/learning for under 16s.

For individual children/families we expect the measures are likely to include:

- Self-reported well-being, self-esteem and resilience
- Scores for scaling/scoring tools (likely to be CGAS, SDQ)
- Family's reported resilience and capacity/confidence to manage crises
- Multi-agency coordination/support around the child/family
- Identification and management of risks of criminal exploitation from the partnership network
- Positive relationship for young person from NWD network
- Transition to independent living
- Access to support in a crisis

9. Have any equalities implications been identified for the No Wrong Door?

A formal equalities impact assessment has not yet been completed, but the model is aimed to provide services for looked after children and those on the edge of care who meet the eligibility criteria for the model.

The Task Group will likely publish your response as an annex to its report. If there's information which you would like to submit but which is not suitable for publication, this could be submitted separately or included in the main submission and redacted prior to publication.

Let me know if you have any questions.

Kind regards

Benjamin

Benjamin Awkal

Scrutiny Officer – Children, Families, Lifelong Learning and Culture Select Committee
Legal & Democratic Services

Democratic Services (Room 122) | Surrey County Council | County Hall | Penrhyn Road | Kingston upon Thames |
Surrey | KT1 2DN

Email: benjamin.awkal@surreycc.gov.uk



[Follow Democratic Services: @SCCdemocracy](#)

No Wrong Door

Phase 1

Phase 2

Phase 3

Phase 4

June - Sept 2020
Initiation of the Model

Oct - Dec 2020
Design

Jan - Mar 2021
Shadow implementation

April - June 2021
Review and Development

Activities	Start stakeholder engagement including young people and staff	Governance boards meet	Governance becomes operational	Governance is reviewed
	Seek in-principle agreement for posts and information sharing from partners	Work up partner roles and start recruitment	Embedded roles work in shadow model	Review and development of roles
	Develop comms plan and materials	Refine the plan taking account of what stakeholders tell us	Implement ongoing stakeholder feedback mechanisms	Conduct formal evaluation/progress audit with stakeholders
	Identify locations and resources that will be available to the model	Secure resources for the hubs, alternative provision and supported accommodation	Bring the complementary resources online, start the NWD model in shadow in 2 existing children's homes	Work towards delivery of purpose built hubs
	Start recruitment of Service Manager	Induction of Service Manager and joint work between SM and project officer	Service Manager takes over operation lead	BAU
	Plan service structures, roles and resources	Consult on roles (if necessary) and recruit into posts/roles	New roles develop through practice	Review and development of roles
	Develop foster care and supported lodgings roles description and remuneration	Recruit to roles	FC and SL roles start working in hubs	Review and development of roles
	Develop embedded specialist multi-agency roles	Recruit to roles	Postholder start working in hubs	Review and development of roles
	Complete L&D needs analysis and training needed	Commission training and start delivery	Continued delivery of training	Training moves to BAU
	Identify pathways for young people and procedures needed	Write and consult on processes and pathways and develop in LCS	Implement procedures and pathways	Evaluation and review of pathways and procedures

June-Sept 2020
Model designed in outline

Oct-Dec 2020
Operation designed in detail

Jan-Mar 2021
Implementation starts

April-June 2021
Practice is embedded

External stakeholders and politicians are committed to the implementation of the model	We have good oversight of how the implementation and operation of the model is progressing	We have regular strategic and operational meetings that make a difference to how the model is working	Partners are confident in what the model achieves and any amendments we need to make based on operation so far
Outcomes	Information sharing agreements are in place	Partners have committed resource and expertise to the embedded roles and recruitment is underway	Young people receive a core offer and are able to give us feedback on what is working well and not so well
	Internal stakeholders and young people understand the model and its key features and principles	We have a programme of stakeholder events and we can show how young people are involved in implementing the model through the young people's reference group	Partners are confident in making referrals and we begin to see impact of the model on admissions to care, out of county placements and young peoples outcome measures
	Potential resources and budget has been identified	Work is underway to acquire and build our new hubs. We have a plan for shadow implementing in 2 existing children's homes	Work is continuing on development of the purpose-built hubs and we have an identified handover date
	Work has started to recruit a Service Manager and to agree other staff roles	We have identified other flexible resources, and are recruiting foster carers and supported lodgings	We have moved to business as usual and staff and partners have confidence in delivery of the model
	We have clear referral criteria for the model and an identified cohort	We have recruited a dedicated Service Manager who will lead the operation of NWD	We are receiving referrals in our target cohort
	We understand how the various processes and pathways in the model and between other services fit together	We have agreed JDs and role descriptions and recruitment is underway	Staff report confidence and satisfaction in their roles and feel supported in the proposed move to purpose-built premises
	We know what we want to measure and why	We have agreed processes and procedures that are being signed off by partners and stakeholders	There isn't duplication or gap between NWD and other services
	We know what staff training is needed	Staff and partner training has started	
		We have a way of measuring outcomes and reporting on performance	We have started tracking and reporting on outcomes

To add more Outcomes, insert new rows above this line



No Wrong Door

Project Start

22/06/2020

Display Week

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Annex 5

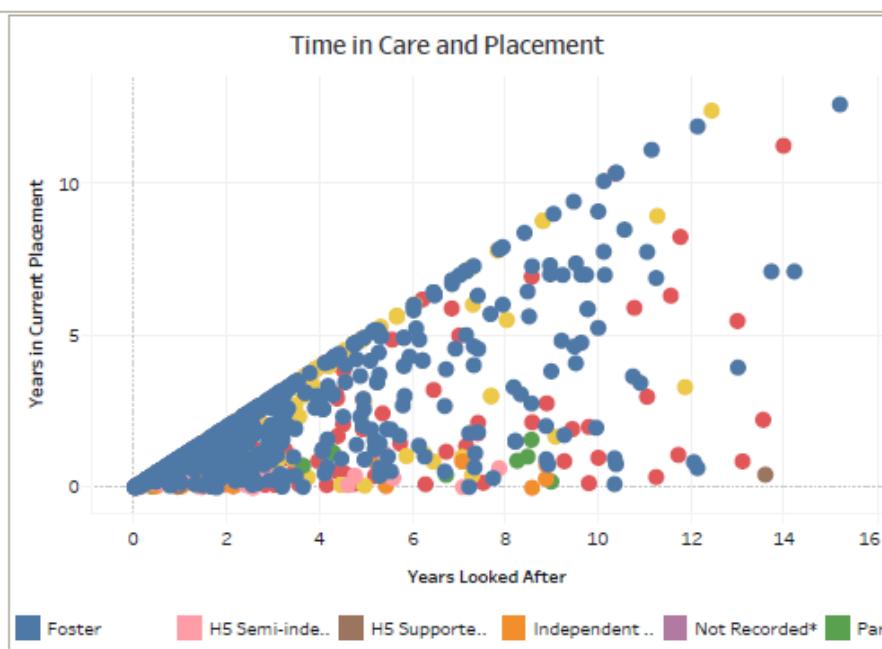
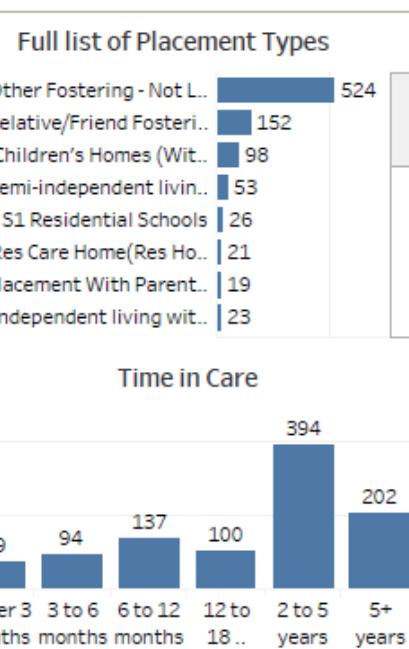
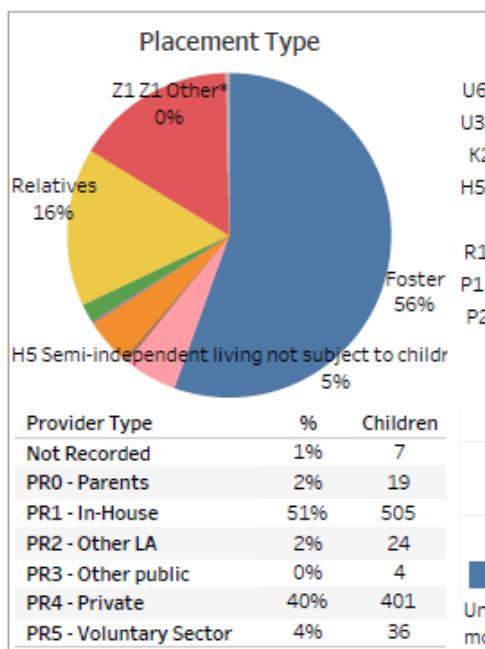
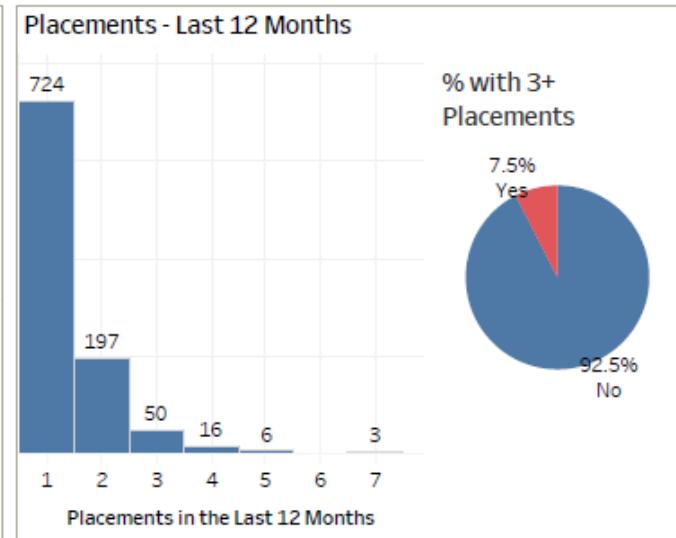
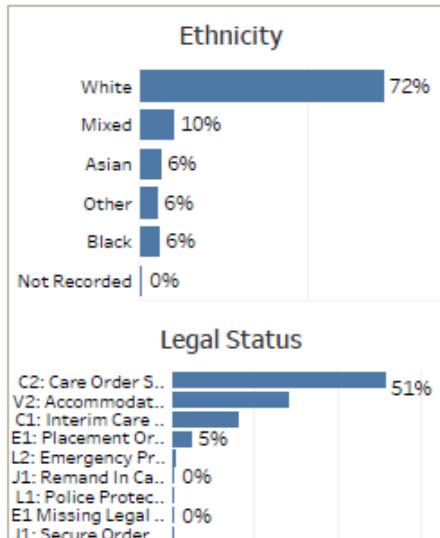
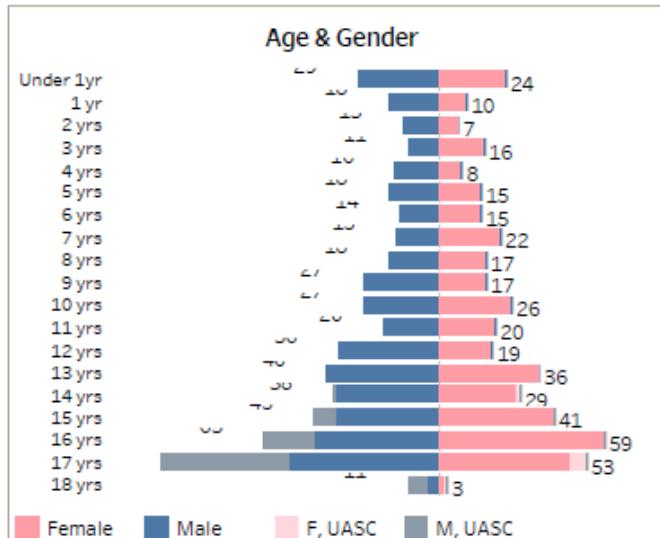
**Supplementary written submission from Director – Corporate Parenting dated
5 August 2020**

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Looked After Children as at 04 August 2020

Of the 996 Looked After Children, 996 (100.0%) meet the criteria selected.

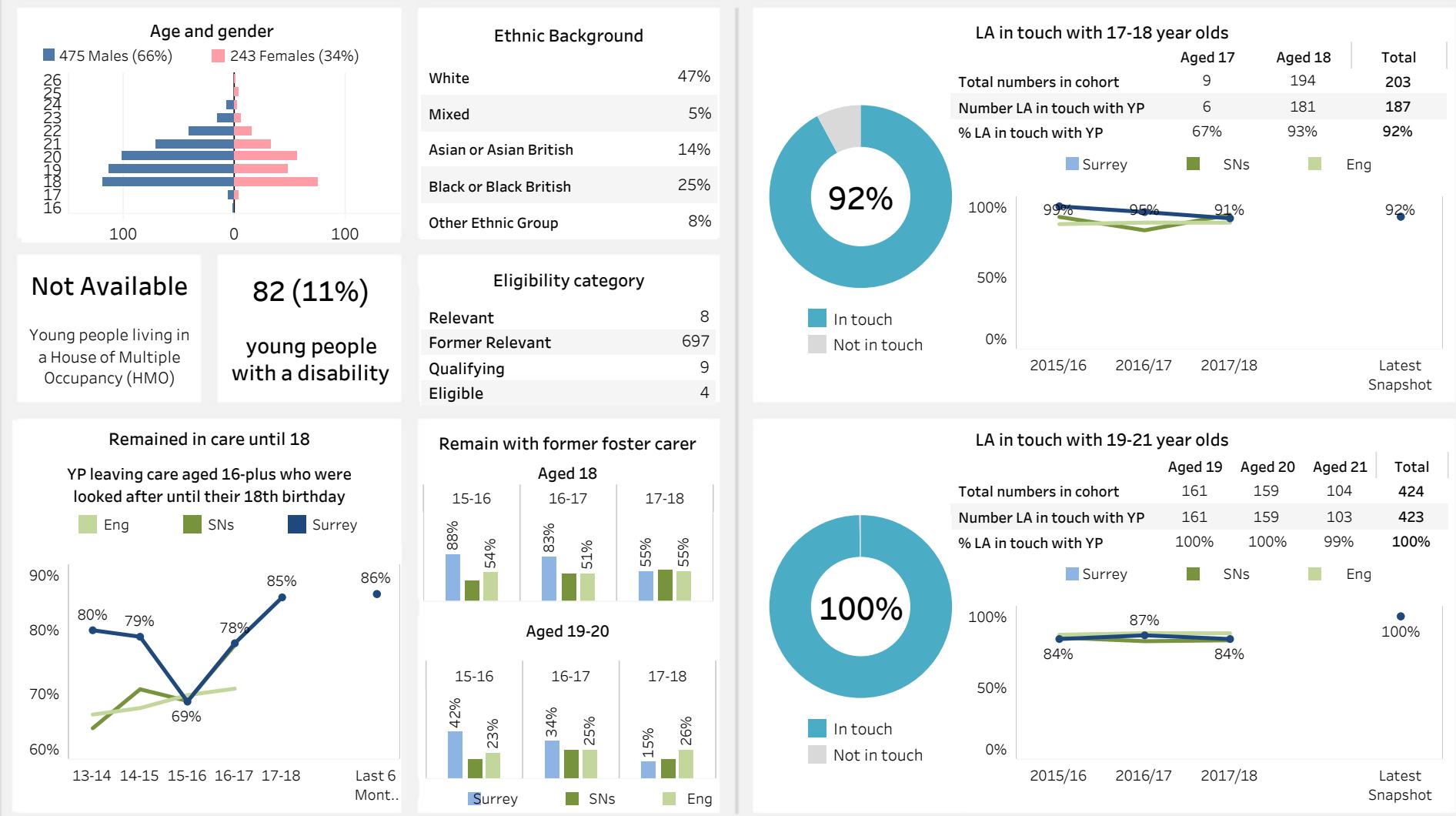
(Data can be filtered by clicking on any item in any chart)



Care leavers currently in receipt of leaving care services

Snapshot 05/08/2020

708 young people leaving care



Annex 6

Written submission from Director – Corporate Parenting dated 19 August 2020

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1. How many social work students have committed to working for Surrey County Council after they graduate, under a scheme run by the Surrey Children's Service Academy?

Although the Academy does support student social workers who are offered placements within the council, their recruitment to Surrey is based on successful application and selection onto Surrey's ASYE programme (Assessed and Supported Year in Employment) for Newly Qualified Social Workers which is run by the Academy.

Of the NQSWs who completed their ASYE year in Oct 2019 24 are still in post from the original 30. In terms of the current position, we have a cohort of approx. 20 NQSWs who are due to complete their ASYE year in Oct 2020/21. Additionally, we will be starting a new cohort at the end of September 2020 which will be made up of 42 NQSWs.

2. How many looked-after children are placed out of county?

As of today (18/8/20), 443 children (44.52%) placed out of county of which:

- 58 placed with family and friends foster carers (in-house provision)
- 46 placed with Surrey foster carers (in-house provision)
- 11 placed with parents but living outside Surrey border
- 7 placed with Surrey supported lodgings carers (in-house provision)

- 172 placed with foster carers (IFA)
- 54 placed in external residential providers (including welfare secure accommodation)
- 14 at external residential schools
- 56 placed with external supported lodgings providers
- 5 placed for adoption but living outside Surrey border

The group highlighted are the children, we would want to bring back to Surrey at an appropriate time. For example, if the 172 placed with foster carers are long term matched and the placement is meeting their needs, we would not choose to change this until the child reaches 18 or staying put ceases. This would not be in the best interests of the individual children with stability and positive relationships.

(552 children (55.48%) living inside Surrey border of which 119 were in externally commissioned placements)

3. What proportion of looked-after children are seen by a social worker within six weeks of their previous contact? (It may be useful to provide both up-to-date and pre-Covid figures, as I understand this requirement has been relaxed at least until next month)

Tableau reporting as of 18/08/20 showed 95% of looked after children have been seen within statutory timescales, of which 77% of visits were face to face.

Pre Covid-19 data up to 10/03/20 showed 93% of children had been seen within statutory timescales.

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Annex 7

**Minutes of an oral evidence session with Director – Corporate Parenting on 21
August 2020**

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No Wrong Door Task Group

Meeting with Director – Corporate Parenting to discuss Surrey County Council's proposed introduction of the No Wrong Door Model

Microsoft Teams
2 pm on 21 August 2020

In attendance:

Councillor Lesley Steeds (Chairman)

Councillor Barbara Thomson

Councillor Chris Townsend

Benjamin Awkal, Scrutiny Officer

Bryony Crossland Davies, Democratic Services Assistant

Tina Benjamin, Director – Corporate Parenting

Key points from the discussion:

1. The Chairman invited the Director to give opening statement outlining the progression of the project.
2. The Director stated that the two main challenges for the Service were the high numbers of children entering care after reaching 16 years of age and looked-after children (LAC) living outside of Surrey. There had been a recent improvement in the latter with 44.5% of children now living outside of Surrey. The Director explained that some of these children were placed out of county for good reasons and stated that this statistic would always be in the region of 15%. Nationally, the Department of Education monitors this statistic by looking at children outside of Surrey and over 20 miles from their home; 28% of Surrey County Council's (SCC) placements meet these criteria (Surrey's statistical neighbours are at 26%). Placement sufficiency and ensuring the right children entered care and returned home at the appropriate time would be key in addressing this issue
3. No Wrong Door (NWD) model aligned with the Family Resilience Model due to the shared relationship-based approach and objective of preventing children from progressing to Level 4 need.
4. All of Surrey's six community children homes were rated 'Good' or 'Outstanding' by Ofsted.
5. The existing cohort of highly skilled staff could be utilised in adopting the NWD model. The partnership approach of the model makes police involvement key to the success of the initiative.
6. The Director concluded that SCC Children's Services were much improved and better equipped to implement the NWD model than in 2018 when the introduction of the model was first proposed by the former Executive Director of Children, Families and Learning.

7. The Director stated that external-stakeholder involvement was at around 38-40%. Stakeholder events had not yet commenced; however, there was 30% progress in engagement with young people. The governance mechanisms had been decided and the communications team was preparing to support the project. The recruitment process for a Service Manager underway.
8. The Chairman asked which key partners were confirmed. The Director stated that there had been a great deal of communication with the police and there was lots of resource within SCC. The engagement process was still underway.
9. A Member asked how the Service would work with NHS and Education in partnership. The Director informed the group that Trudy Mills, Director of Children's Mental Health, was part of leadership team and had proven very beneficial. The Director acknowledged that recruitment of a speech and language therapist could be challenging. The Director said that sign up from partners could be problematic.
10. The Director stated that a shadow model would run from two existing children's homes to help staff to understand the culture and changes needed before full implementation. Subject to planning, there would be two hubs attached to two of the new children's homes. The Director explained that managing the model was related to capital development and the rebuild of children's homes.
11. A Member referred to the underestimation of capital spend for the NWD implementation by Rochdale Borough Council. The Director stated that the capital spend agreed at Cabinet was currently sufficient and on target to meet budget.
12. The Scrutiny Officer asked whether there were any areas of risk in the project plan. The Director stated that the commitment from partners to use staff differently would be challenging and could present an area of risk; however, SCC's relationships with partners were greatly improved relative to two years previously.
13. A Member asked how recruitment of senior staff would be approached. The Director stated that people would be attracted by the opportunity to work for an improving authority. The NWD facilitates innovate and creative work which is attractive to social/youth workers and can be more professionally rewarding.
14. A Member asked how young people's views on this approach had been considered. The Director replied that work with User Voice and Participation team was underway. The whole model was based on things already known about what young people desire e.g. consistency of social worker/staff. Children would be consulted again when more tangible plans were in place and a reference group would be established with young people to help plan for the future.
15. A Member emphasised the importance of not making promises to children and young people that cannot be kept, e.g. having the same social worker for an extended period of time. The Director acknowledged that it was crucial to ensure good management of change and a seamless handover of staff.

16. A Member queried what the eligibility criteria would be to receive support from NWD. The Director stated that focus should be centred on children on the edge of care and thus would be unlikely to support children under 12 years of age. Working with adolescents requires expertise and the NWD would be a labour-intensive model, thus the right support had to be given to right children and this would be ensured by establishing clearly defined service user eligibility criteria.
17. A Member asked what the capacity of the NWD service would be. The Director explained that, with two hubs running, there is capacity to work with 35 young people at any one time on an outreach basis from each hub, including flexible support offer, and care leavers could potentially be supported; however, the main aim would be to keep children out of care. Professional judgement would be required in determining which children the model could support.
18. The Chairman asked how families would be included in the model. The Director stated that the model was about building resilience of children and the family network around them. For older young people or those with parents unable to make the changes required, NWD is about developing their resilience and helping young people to use the services they have access to compensate for the deficit in parenting. Nevertheless, there would be provision for staff to directly work with adults who want to make changes, to fulfil the wraparound approach of the model.
19. Member expressed concern that sometime children will be irreversibly impacted by their experiences before the age of 12. The Director stated that if the model had positive outcomes then it could be expanded to early care in the future.
20. The Scrutiny Officer asked how a shared culture and ethos between NWD workers from different organisations and those from SCC would be developed and sustained. The Director stated that the nature of model should attract the right people as it requires the adoption of certain ways of working that staff need to be willing to sign up to.
21. The Chairman referred to the challenge other local authorities experienced with recruitment and retention of staff. Director recognised that there was challenge with social workers; however, there were already very motivated people within the system whose expertise would be drawn upon.
22. The Scrutiny Officer asked what background a NWD key worker would come from. The Director stated that it would be desirable to recruit experienced residential/youth work staff who had a strong ability to engage with young people within a creative face-to face role.
23. The Chairman asked what the implementation timescale was. The Director stated that the interview for a Service Manager would take place in September. Some form of the model would be implemented the following year following a period of testing and providing partner arrangements were in place.
24. The Scrutiny Officer asked whether the Director was satisfied that the general quality of social work practice was such that the model would be successful. The Director stated that the quality of social work had improved but acknowledged that some areas of inconsistency

still existed in Surrey. Permanence was present at a level which would enable the delivery of the model – only 2 of 57 service managers were locums, a key indicator of the ability to deliver consistency. There could be a challenge around recruiting permanent team managers.

25. The Scrutiny Officer asked whether there were enough foster carers for the model to be successful and if there would be a specific pool of foster carers for NWD servicer users. The Director explained that there were never enough foster carers; however, this was a national problem and not unique to Surrey. There had been success in recruiting general foster carers and there were some existing specialist foster carers, but the Director emphasised that NWD service users would require 1:1 foster care placement. There were methods for attracting foster carers with incentives such as a core and additional allowances. Salaried foster carers may be the solution and, when there is not a child in their household, they could work as part of the NWD team.
26. The Scrutiny Officer asked whether cost benefit analysis had been undertaken. The Director stated that cost analysis in relation to COVID-19 was being undertaken and the cost of LAC placements could easily be obtained. Members requested this data.
27. The Director concluded that the family safeguarding model and NWD aligned well and the resources were in place.

Actions

- i. Tina to give cost analysis of care placements to Task Group.
- ii. Share minutes from Task Group meeting with Rochdale BC with Tina Benjamin.

The meeting closed at 15:40

Annex 8

**Written submission from Detective Chief Superintendent Carwyn Hughes,
Head of Public Protection, Surrey Police, dated 26 July 2020**

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Benjamin Awkal

From: Hughes, Carwyn 61092 <[REDACTED]>
Sent: 26 July 2020 10:10
To: Benjamin Awkal
Cc: Bryony Crossland Davies; fash.mohammadi
Subject: RE: Select Committee request for information - supporting vulnerable young people

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Ben

Please find below the Surrey Police response to your questions kindly coordinated by CI Fash Mohammadi.

1. How does your organisation support looked-after children and care leavers?

As a Force, we are committed to supporting Looked After Children and Care Leavers. We are aware that a disproportionate number of Looked After Children are victims of Child Exploitation and are reported missing on a regular basis. All children who are experiencing abuse through exploitation or repeatedly going missing, will have a dedicated police single point of contact from the Child Exploitation Missing Unit. The SPOC meets with the child to discuss and agree a safety and risk management plan with that individual whilst ensuring they are in regular contact and offered diversion schemes as an exit strategy to deter from those that seek to harm them.

'Total Respect' training has been delivered to hundreds of police officers and staff from all Departments and ranks. This training aims to enable officers to stop and take the time to imagine walking in the shoes of a young person who is going to be taken into care and/or lives in care. The training packages aims to educate about their journey and how we, the police, fit into that picture and what our impact might be on a young person's life. Total Respect training is an immersive learning experience led by young people, most of whom have been brought up in care, have experience of the care system or have lived in domestic abuse environments as children. Respect is one of the nine principles that make up our Police Code of Ethics and should be something we automatically apply in all our interactions. The aim of 'Total Respect' is to help police officers and staff better understand situations experienced by young people in care.

We recognise that negative impacts in a child's early development are a major factor in underachievement which frequently becomes a recurring generational cycle. We have delivered training on Adverse Childhood Experience (ACEs) and understand the higher the combination of ACEs, or the greater impact of just one, the more likely the child will have problems and take part in criminality in later life. As such, we are piloting an Early Help scheme which aims to offer the right intervention at an early stage to prevent the reoccurring generational cycle of families experiencing ACEs therefore improving outcomes for children. We are also work with partners to prevent negative outcomes for children using a problem solving approach, recognising that a policing intervention is not always the most appropriate. A dedicated Early Help Hub SPOC led by a Detective Sergeant is now positioned within Police SPA to co-ordinate referral into this pilot which aims to improve outcomes for young people.

Surrey Police utilises 'Checkpoint', a deferred prosecution scheme for lower level criminal offences; so when the evidential thresholds are met to charge, Checkpoint scheme is then offered as an alternative to a formal outcome if they are eligible. If the individuals complete all the conditions set as part of the scheme, the criminal matter is then finalised as a community resolution. This scheme has been rolled out due to lessons learnt from our Youth Restorative Intervention scheme and the Women's Justice Intervention scheme. We know that by offering appropriate support to offenders whilst addressing the reasons for their offending pattern combined with satisfying the victims' needs, results in a reduction in further reoffending, this in turn improves victim satisfaction.

With Checkpoint, women as a cohort, are already included as a whole regardless of previous offending, given their vulnerabilities within the criminal justice system. Men however are not. It is known that young men who have been looked after make up the greatest statistic of men in prison. For this reason, men who have been looked after [care leavers] and who are between the ages of 18-24 years [up until the day before they turn 25 years] are offered an enhanced service under the Checkpoint Plus scheme, in order to address their offending and keep them out of the courts. Decision makers on the youth and adult criminal justice panel [JDMP and Checkpoint] are trauma informed. Understanding a person's journey through life helps provide an understanding of that character and will provide some mitigation when deciding on the outcome of cases.

All children who are placed on a Child Protection Plan are flagged on our police computer system. This means that any calls to their address can be prioritised and the right support put in place quickly.

2. What are the common needs and aspirations of looked-after children and care leavers?

We know that looked-after children and care leavers want to feel listened to, valued and not judged. This is through our ‘voice of the child’ work, the direct contact we have had with children and the user voice surveys. In terms of police intervention, when this occurs, both cohorts also look for swift justice [i.e. not waiting months for court dates or decisions on outcomes] – both youth intervention and the checkpoint scheme offer this within the remit of applicable offences.

3. What commonly prevents looked-after children and care leavers from achieving their aspirations and having their needs met?

Being treated differently because they are a looked-after child or care leaver, not having someone who is ‘crazy about them’ and the unnecessary criminalisation of young people. We have worked with partners to try and stop the unnecessarily criminalisation of young people, we have asked Children’s Homes and Foster carers to try and resolve most low level matters in house, as the corporate parents. Additionally as mentioned above in response to question 1, Surrey Checkpoint is a deferred prosecution scheme for lower level criminal offences; at the point we have sufficient evidence to caution, PND, or charge, we instead offer the scheme as an alternative to a formal outcome. If they complete all the conditions we set as part of the scheme it is finalised as a community resolution. If they fail to meet these conditions, they then receive a formal outcome. This initiative was implemented as a result of the lessons learnt from our Youth Restorative Intervention scheme and the Women’s Justice Intervention scheme. We know that giving offenders support addressing the reasons for their offending, while listening to the needs of the victim, reduces re-offending, and provides high victim satisfaction. Care leavers are automatically eligible for Checkpoint.

4. What could be done to better support looked-after children, children at risk of entering care and care leavers? When answering this, please consider the way that services are delivered and the proposals outlined below.

One area for improvement is around what ongoing support is offered to young people who have turned 18, especially those who are looked after and/or are deemed still at risk of exploitation. We have children who have been discussed at the multi-agency Risk Management Meetings and assessed as being at risk of exploitation, who have a whole support package in place for them as part of their safety and disruption plan. However, when they turn 18 the support ends. We need to ensure there is a clear transition and pathway into adult services to manage the support for the young person, ensuring they do not fall between the gaps in service provision. We are also see care leavers aged 18+ who are allocated accommodation, leaving them vulnerable to grooming via county lines and local drug organised crime groups, who may try and take over their property (cuckooing) as a base to run their drug distribution. We understand from the NWG (National Working Group for CSE) that transitions for 18+ at risk of exploitation is a National issue. In order to support this work we have added this as an Action on our Child Exploitation Multi Agency Strategic Action Plan ‘Safeguarding Adolescents and Young Adults - what happens when you turn 18?’

5. Are you content for this response to be published as an annex to the Task Group’s report?

Yes

6. Would you or a representative of your organisation be prepared to meet remotely with the Task Group to further discuss this response?

Yes

I hope this assists as you intended.

Kind regards

Carwyn Hughes (MSc)
Detective Chief Superintendent
Head of Public Protection
Surrey Police

Annex 9

Written submission from Lou Williams, Service Director for Children and Safeguarding, Cambridgeshire County Council, dated 13 July 2020

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- 1) What consideration did Cambridgeshire County Council give to adopting the No Wrong Door model?

Officers conducted a fact-finding visit to the demonstrator site in North Yorkshire and met with representatives of the authority

- 2) Why did Cambridgeshire County Council decide against introducing the No Wrong Door model?

The model was to be based around the then operating in-house residential home for young people operated by Cambridgeshire County Council. However it proved difficult to recruit members of staff for the home who had sufficient experience to deliver the outcomes, which also meant that the links with fostering proved difficult to establish.

In my view, the model worked in North Yorks because of the unique skills et and experience people leading it, which proved difficult to replicate in the area of Cambridgeshire where the model was intended to be established.

The actual costs are also high and while this represents a good investment where the model is able to work, it also means significant risk where staffing and other issues mean it struggles to become established.

- 3) Were any equalities implications identified for the No Wrong Door model?

N/A

- 4) Would you or a representative of your organisation be prepared to meet remotely with the Task Group in August 2020 to discuss your responses?

Yes, although I took over in my role at the point of it becoming clear that the model was not going to be successful; I do not have direct knowledge about how it was set up initially.

- 5) Are you content for this submission to be published as an annex to the Task Group's report?

Yes.

Lou Williams

Service Director for Children and Safeguarding

Cambridgeshire County Council

July 2020

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Annex 10

Minutes of an oral evidence session with Lou Williams, Service Director for Children and Safeguarding, Cambridgeshire County Council, on 5 August 2020

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No Wrong Door Task Group

Minutes of a meeting with the Service Director for Children and Safeguarding,
Peterborough City and Cambridgeshire County Councils

Microsoft Teams
3 pm on 5 August 2020

In attendance:

Councillor Chris Botten (Acting Chairman)

Councillor Robert Evans

Councillor Liz Bowes

Councillor Barbara Thomson

Benjamin Awkal, Scrutiny Officer

Lou Williams, Service Director for Children and Safeguarding, Peterborough City and
Cambridgeshire County Councils (witness)

Key points from the discussion:

1. The Chairman relayed apologies from Councillor Kay Hammond, Chairman of the Children, Families, Lifelong Learning and Culture Select Committee, and Councillor Lesley Steeds, Chairman of the No Wrong Door Task Group and Vice-Chairman of the Children, Families, Lifelong Learning and Culture Select Committee.
2. The Acting Chairman explained that Surrey County Council intended to introduce the No Wrong Door model with support from North Yorkshire County Council. This followed the rating of the council's children's services as inadequate by Ofsted in 2018.
3. The witness explained that he assumed his current post after the decision to adopt the No Wrong Door had been made and was responsible for its reversal. He commented that the model is attractive and is one about which North Yorkshire County Council is passionate. At the time, in Cambridgeshire, there were a significant number of young people that were in and out of placements and escalating up the hierarchy of placements to costly residential care; the No Wrong Door looked like a good model to follow.
4. The witness had visited North Yorkshire County Council and found that there were unique, charismatic and visionary officers running the model at the time and believed that, if a local authority did not have those people, it would struggle to implement the model successfully. He added that, whilst the most recent grading of children's services in Cambridgeshire by Ofsted was 'good' at this time, there were a significant number of issues that needed to be addressed by children's services in the county and so adopting a new model at the same time felt like trying to tackle too many priorities at once. Furthermore, the area in which the residential unit for the model (a pre-existing council-run residential home) was to be located, was one where there were already a lot of independent residential homes and where recruiting sufficiently skilled staff, particularly management, was not possible. It was also difficult to recruit foster carers.

5. The Acting Chairman queried whether there were similar recruitment issues with children's social workers. The witness responded that children's social workers need to understand the model and adopt its culture, and that fundamental practice issues in Cambridgeshire needed to be addressed before it would have been appropriate to change how services were delivered.
6. The Acting Chairman asked whether the staff for a No Wrong Door model required a particular skillset which may be hard to find. The witness responded that the location of the children's home in question in Cambridgeshire was one where there were a high number of residential homes due to low property prices and where there was a small pool of talent from which to recruit staff; adding that, wherever the model is to be introduced, consideration will need to be given to the local context.
7. Councillor Thomson asked whether Cambridgeshire County Council had since adopted any elements of the No Wrong Door model. They had not done so but had sought to develop a multi-disciplinary approach to supporting the most at-risk young people – this was not wrapped around a specific residential building and did not utilise a specific pool of foster carers.
8. The Acting Chairman asked whether this was because of the aforementioned issues with implementing the model or issues inherent to the model. The witness replied that there was a particular skillset required of the people responsible for engaging challenging young people and turning their lives around, and the people capable of doing so were not that common but had been present in North Yorkshire when he visited the local authority. The witness added that in North Yorkshire there was little difficulty in recruiting skilled foster carers, unlike in Cambridgeshire.
9. Councillor Evans asked if the witness had set out with the intention of implementing the model but could not recruit the requisite staff or if he had been dissuaded after witnessing the quality of practice in North Yorkshire. The witness replied that he had fully intended to implement the model and the decision not to implement it was primarily due to the issues of recruiting the appropriately skilled staff for the residential home and recruiting sufficient numbers of foster carers. Ultimately, the residential home was closed due to the staffing issues, despite being the only council-run children's home in Cambridgeshire.
10. The Acting Chairman commented that Surrey County Council has consistently experienced problems when recruiting children's social workers; the council is competition with East and West Sussex; and Surrey is adjacent to London, but the council does not pay London allowances to staff. He commented that the council had placed significant hopes on the No Wrong Door being a route out of special measures.
11. The Acting Chairman asked if there was alternative delivery model which could reduce the number of hand-offs between services. The witness reiterated that No Wrong Door works when staffed by the right people and it was this issue, in conjunction with the fundamental issues within children's services, which lead to Cambridgeshire County Council deciding against the model's introduction. He added that the recent passing of Surrey County Council's Executive Director of Children, Lifelong Learning and Culture, Dave Hill CBE, whom he knew well, and the necessary resulting change in leadership was an issue to which Surrey

County Council should have regard. When it intended to introduce the No Wrong Door, Cambridgeshire was happily considering itself to be a good authority, but beneath the surface it was not and there were a lot of issues to be fixed which made the introduction of the No Wrong Door impractical. The Acting Chairman commented that Dave Hill was exactly the sort of charismatic, visionary leader for whom the model would have been absolutely perfect.

12. Councillor Bowes commented that her expectation would be that all of the council's social workers were of a certain calibre and asked how Cambridgeshire County Council's approach to delivering children's services was able to succeed despite lacking some commitment and expertise. The witness responded that the version of the No Wrong Door proposed in Cambridgeshire had been challenging in terms of recruiting staff to work with challenging young people in residential homes and recruiting a sufficient number of foster carers to do the same; but, if a council has a complement of social workers who are relatively stable and have manageable caseloads, then to some extent the model and framework around them matters less. It was the staffing and foster carer issues which Cambridgeshire County Council chose to priorities.
13. The Acting Chairman asked whether Cambridgeshire County Council had reached a point where the witness was satisfied with the caseloads for social workers. The witness believed the council was getting there. The council was aiming for an average of 15 cases per full-time-equivalent social worker in its adult safeguarding teams; average caseloads remained at approximately 20 per full-time-equivalent children's social worker and he intended to bring that figure down to 15, which he believed to be a good, safe level – the Acting Chairman noted that Dave Hill had shared that objective. Cambridgeshire County Council had been experiencing vacancies in children-in-care teams and increasing numbers of children in care, which were driving higher caseloads. The witness commented that there is a correlation between social worker caseloads and Ofsted ratings.
14. The Acting Chairman asked if care leavers in Cambridgeshire were reporting positively on their experiences of the care system and if they felt that they didn't need to explain their story too many times. The witness replied that this was increasingly the case and that a big challenge was a lack of in-house fostering, adding that his role covers two local authorities, Peterborough City and Cambridgeshire County Councils, and that there was a remarkable difference in culture and challenges between the two; a significant number of children in the care of Cambridgeshire County Council were placed out of area, making it harder to support them as care leavers. In Cambridgeshire, care leavers were increasingly saying that they are better supported than previously and looked-after children were experiencing fewer changes in social worker.
15. Councillor Bowes asked if it was true to say 'don't rearrange the chairs on the Titanic', concentrate on the fundamental issues instead and that the Task Group should recommend those issues be prioritised and, until then, the No Wrong Door would not solve the issues within Surrey County Council's children's services. The witness agreed but added that, if Surrey County Council possesses or can attract the right staff, the model could help to improve children's services.

16. The witness agreed that the minutes of the meeting could be published in the Task Group's report.

The meeting concluded at 3.25 pm.

Annex 11

Written submission from Mary Lewis, Cabinet Member for Children, Young People and Families, dated 19 August 2020

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Benjamin Awkal

From: Mary Lewis
Sent: 19 August 2020 15:32
To: Benjamin Awkal; Tina Benjamin
Cc: Lesley Steeds; Lesley Steeds; Christopher Botten; Fiona Mackirdy
Subject: RE: Minutes of meeting with Cambridgeshire DCS

Follow Up Flag: Follow up
Flag Status: Completed

Dear Benjamin

Thank you for sending me these minutes of what sounds like an interesting session. I really do appreciate the work the MRG is doing in exploring the pros and cons of the No Wrong Door policy.
I apologise once again for not being able to attend the session on Friday due to a caring commitment.

You suggested that I might make written points, so here are a few, all from a laymen's perspective, to complement the professional view you will get on Friday:

One of the Improvements to previous SCC practice encouraged by Dave was to look at best practice elsewhere (well-evaluated models) and to use it here. No Wrong Door in North Yorkshire is one such model and could help us with our 'teenager' issue.

We know that outcomes for teenagers who come into care are poor. It is too late to make big changes for them, it is hard to find suitable placements for them and they can end up far from Surrey and from meaningful levels of contact with Social Workers etc. We need to have different options for keeping teenagers safe at home. No Wrong Door gives a breathing space in which high quality direct work can happen and families/teenagers can be brought into a workable relationship. It seems therefore to fit well with our Family Resilience Model. The multi-disciplinary Family Safeguarding teams and TYS and Adolescent Safeguarding services should all support this model, with expertise from each feeding into the other. These teams have been long-awaited but many professionals arrived in April time and are now settling into the teams as people get back into offices.

Closer to Home is a County Council agreed priority and making fewer teenage placements away from Surrey by using our own residential estate will help with this. Many Members, including those on your committee, write to complain about young people from their areas being placed in Supported Accommodation out of county: this should reduce this.

Unlike Norfolk, we do have a range of Good and Outstanding Residential Homes for Children which we can utilise for NWD. We have experienced management in residential with a proven track record. We currently have capital to spend on upgrading the homes and the opportunity of including some NWD spaces in two of them – I don't want us to miss this opportunity.

During Lockdown, the St Faith's Centre in Leatherhead was quickly adapted by some of our very keen residential social workers to be an emergency placement centre. This was not the same as, but along the lines of, what is envisaged in No Wrong Door. I was very impressed by the enthusiastic way our officers embraced the challenge/opportunity to set this up. I visited the centre and found the work they were doing to be inspiring and making a difference for young people. I don't think all the charisma has to be at the very top of an organisation! We have some charismatic, hard-working and enthusiastic people at different levels and I am confident that they will rise to the challenge of No Wrong Door, having seen what they did during lockdown.

Like all Local Authorities, Surrey faces challenges in Recruitment and Retention of staff. However, being innovative and introducing things like No Wrong Door is a way to attract staff and to retain good people by giving them a new challenge.

So overall I feel that we need to try something new with teenagers and if you come to the conclusion that trying a No Wrong Door approach is not for us, I'd be grateful for your ideas on what we should do, as I don't think more of the same is an option. Perhaps you might also have a view on timing of No Wrong Door or any other new initiative and that too would be useful.

I look forward to hearing what conclusions you come to after your session on Friday. Apologies again for not being there and thank you for your work- in August!

Kind regards,
Mary

Mary Lewis
Cabinet Member for Children, Young People and Families
Surrey County Councillor, Cobham

Rosy Beer
Cabinet Support Officer.
Leadership Office
Room 121 | Surrey County Council | County Hall | Penrhyn Road | Kingston upon Thames | Surrey | KT1 2DN
Email: [REDACTED]

#stayathomesavelives



From: Benjamin Awkal <Benjamin.Awkal@surreycc.gov.uk>
Sent: 06 August 2020 09:31
To: Tina Benjamin <Tina.Benjamin@surreycc.gov.uk>; Mary Lewis <mary.lewis@surreycc.gov.uk>
Cc: Lesley Steeds <lesley_steads@yahoo.com>; Lesley Steeds <lesley.steads@surreycc.gov.uk>; Christopher Botten <chris.botten@surreycc.gov.uk>; Fiona Mackirdy <Fiona.Mackirdy@surreycc.gov.uk>
Subject: Minutes of meeting with Cambridgeshire DCS

Dear Tina and Mary

Yesterday afternoon, the No Wrong Door Task Group met with the Director for Children and Safeguarding at Cambridgeshire CC, which previously considered introducing the NWD but decided against doing so. At the meeting, concerns were raised about recruiting and retaining the right calibre of staff to enable a NWD to be successful.

I have attached the minutes of the meeting to this email. If the Directorate would like to respond to any of the points raised, the Task Group would welcome that comment.

Kind regards

Benjamin

Benjamin Awkal

Scrutiny Officer – Children, Families, Lifelong Learning and Culture Select Committee

Legal & Democratic Services

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Annex 12

**Written submission from Andrea Brazier, Service Manager – Young People,
Wiltshire Council**

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Wiltshire
Stronger Families Team
Information for Surrey County Council's Children,
Families, Lifelong Learning,
and
Culture Select Committee

July 2020

1. Please provide an overview of the process by which your local authority adopted the No Wrong Door model/is adopting the model.

Please note that Wiltshire did not formally adopt the No Wrong Door model in its entirety, but rather implemented certain aspects of the model, which have also evolved over time.

Wiltshire established the Adolescent Support Project in 2017 as a pilot project to explore direct intensive work with adolescents to prevent them coming into care. This had a number of staff from different backgrounds/ experience that worked alongside social workers and key workers, as well as other professionals and agencies such as YOT, Schools, and SEND with the aim of preventing escalation into care. The project ran as a pilot for approximately 18 months. During this period the Local Authority also explored other areas running similar projects and visited those, including Cornwall and North Yorks to explore how best to develop the model.

During 2018 Wiltshire established the Families and Children's Transformation programme a multi-agency partnership transforming services. NWD was then reviewed in greater depth and plans made to develop the ASP further. Significant work was then undertaken to develop Wiltshire's model, particularly in moving ASP into being a multi-agency approach (with health, police and CAMHS input), increasing and widening capacity/ resource, and developing plans for a 'pop up' residential that could be used for families and young people at risk of family break down.

Between September 2018 – March 2019 staff were recruited into Wiltshire's version of NWD. Staff skill set included social workers, drug/ alcohol specialists, SEND, youth workers, teaching, and residential workers, as well as recruiting a manager and assistant manager, with registered residential experience. 3 team members were part of the original ASP (so bought the learning from the pilot with them) and one other team member who came from another Wiltshire Families and Children's Services team. The other 11 members of the team were all employees new to Wiltshire Council

The outreach service formally launched in April 2019.

There are 17.8 Full Time Equivalent (FTE) staff within the Stronger Families Team (excluding administration):

1x Team Manager
1x Assistant Team Manager
1x Seconded Police Officer
4x Senior Residential Outreach Workers

3x Senior Outreach Workers (one is 0.8 FTE / 30hours)

4x Residential Outreach Workers

3x Outreach Workers

The process to commence Ofsted registration for the residential aspect commenced April 2019 – including a number of visits from various professionals to ensure the property was fit for purpose.

Referral criteria for suitability for the team is:

- Young Person aged 10-17
- Young Person edging towards or on the edge of care
- Young Person who is at risk of becoming looked after who has potential to remain at home safely with outreach support
- Young Person who is becoming looked after in an un-planned way who has the potential to return home safely with outreach support
- Young Person who is in a long term foster placement where there is a risk of placement breakdown where outreach support could prevent this
- Young Person who requires outreach support for re-unification home after a period in care

Police colleagues also agreed to second a full-time warranted officer to the team for 6 months and then review impact.

In October 19 the service was re-branded as the Stronger Families Team in recognition that it had moved away from the original NWD model and evolved into a Wiltshire specific model.

During April 19 – current, significant further work has been undertaken to ensure the service is fit for purpose, working more closely with CSC, YOT and Emerald (child exploitation team) to develop intensive intervention that effectively prevented/ reduced the likelihood of family breakdown and ensure the right cases were referred to the team at the right time. Work and training was also undertaken across F+C services to ensure teams understood the purpose/ expectations of the team.

In March 20 we successfully obtained the registration for the residential aspect of Stronger Families work. The model is predicated upon the team opening the residential for between 50 – 60 nights per year, to enable work to primarily be focussed upon the outreach aspect of the team. Statement of purpose for the residential attached for further information.

What are the barriers and facilitators to the successful adoption of the No Wrong Door model?

Through FACT considerable work was undertaken to secure funding, increase capacity and ensure the development of the team was robust. Nonetheless there were challenges around it being fully adopted as a multi-agency approach. Health input has not yet been successfully achieved. CAMHS input was agreed, but it has taken considerable time to recruit to the agreed part time post (commenced July 2020). Police were proactive in identifying a warranted officer to second, although note this was initially agreed for only six months. This has subsequently been extended which is excellent and it is clear the Police role is instrumental in contributing to the positive work of the team.

The Ofsted registration and process took longer than anticipated. This meant the residential staff had got used to being outreach, rather than residential staff, and therefore needed some additional support to adapt once the residential was registered and ready to open. As

a brand new service and team (which had evolved quite considerably from the original ASP pilot) considerable work had to be undertaken to train the team, establish the ethos and culture, promote the service and ensure appropriate referrals, received at the right time. We had also moved away from the NWD model and therefore did want to be associated with this, hence the change in team name.

FACT gave the development impetus and a multi-agency steer. Probably more time to develop key policies and procedures prior to recruiting would have been helpful, although doing it the way we did meant the new team got to contribute – paperwork and procedures continues to develop and evolve as the service develops.

If your local authority was to begin introducing the No Wrong Door model again, what would you do differently?

Possibly not recruit the residential staff until closer to the residential opening. Although this is countered by lots of fantastic outreach work being completed by them in the intervening time, which developed their outreach skills and resulted in some excellent outcomes for families and young people.

Although FACT was successful in progressing the model and the service, to some degree it has remained largely a LA venture (with the exception of Police, and more recently CAMHS) and there is an importance in developing the wider professional networks understanding that these families and young people and preventing the breakdown of relationship/ children coming into care, is everyone's responsibility.

Build in extra time for the development/ project management, with individuals designated to delivering the project on time specifically allocated to the project. Much of the development was shared across different individuals/ FACT group and a designated individual, knowledgeable about residential requirements would, in hindsight, have been useful in the early stages of implementing the team.

IT equipment and support was been a real challenge during the setting up of the team. The property had a long period of time with no wifi internet access at all and only intermittent internet access through one of two hardwired internet points on the property. This was surprisingly difficult and lengthy to resolve.

As a team we also need to build a workspace within Liquid Logic (our F+C case management system) with forms, processes and recording properly embedded into the system. Not having this has presented challenges in terms of evidencing management oversight and collating data. We have had to implement workarounds to ensure data collection and evidence of outcomes.

We are still working out the best parameters around caseloads, capacity and how best to deliver the model, particularly when we have had to open the residential and how to prevent this negatively impacting upon the outreach cases/ families held by the residential staff. This continues to be a work in progress. Lockdown has also meant that the remit use of the residential has widened somewhat, as there has been occasion when the residential has been opened because of lack of alternatives, rather than preventing family breakdown/ working with families to facilitate a young person returning home.

Please provide any information that you can share relating to the model's impact (if implemented).

Please see appendix with some headline data on referrals, residential opening and outcomes.

Some feedback the team has received since its implementation in April 19:

Feedback from SASS Social Worker – Dec 2019:

I just wanted to say a big thank you for all your support regarding the P case. B and the family speak very fondly of both of you and progress is being achieved at last. You always manage to keep me up to date, visit more frequently when required and always leave such clear, informative case recordings of your visits which really help me out.

Feedback from SASS Social Worker – Dec 2019:

.....this has been a very difficult and complex case. I have felt that Juliet and Ashlea have really preserved in trying to get parents to make some positive changes. There has been some significant changes in the children's homelife I think we have succeeded against the odds of keeping M in the family home. Ashlea and Juliet are always available and they constantly check in for updates. I really like their behavioural management charts and applied that to my own learning. They are very child focused and their exit from the support group will leave a massive hole.....They are a real asset to your team.

Feedback from a foster carer – Oct 2019:

T feels the no wrong door service was a really big help and amazing for them getting through this "stressful time". "The whole dynamic in the house had reached boiling point and now it has come right back down and totally different."

Feedback from SASS ATM – Oct 2019:

Our experience of all of the NWD staff is very very positive, but Xina's and Juliet's dedication yesterday was extremely positive.

Feedback from CYPDT Social Worker – Oct 2019:

Thank you both for being so great with the family and helping me so much. Hope to work with you again in the future.

Feedback from Missing Children Coordinator – Sept 2019:

For you to have been able to engage with E to the extent that you have, appears from our missing perspective to have been really impressive. It feels like you have achieved where missing co-ordinators, Emerald Team specialist, social worker etc have had little or no success in building a rapport.

Feedback from CAMHS Practitioner - Sept 2019:

I was really impressed with the work you were both doing. I'll look forward to the next time we meet through another family.

Feedback from SASS Social Worker – Aug 2019:

I wanted to say thank you to you both for being so amazing! You have gone above and beyond what is expected! You have made such a difference in A and her parent's life. When things have been tough, you have supported me emotionally and practically and I can not thank you guys enough. This email is to let you know I really do appreciate you guys!! (As do A and her parents)

Feedback from SASS ATM – July 2019:

"Thank you Ceri and Juliet for your work yesterday with a young person which went on well after the end of the normal working day. You stayed focused on the young person and kept her engaged whilst we worked with her family to get her home."

Feedback from Director of Children's Services – July 2019:

"Dear Chizzy I am writing to thank you following feedback from Ofsted regarding the positive work you and your SASS colleague have been undertaking with a young man at risk of county lines. Well done and thank you Lucy"

The above is just a brief selection of a wealth of positive feedback which the team has received. It really is a privilege to be a part of a team gaining such high praise.

Have any equalities implications been identified for the No Wrong Door model?

No.

Would you or a representative of your local authority be willing to meet with the Task Group remotely to discuss the No Wrong Door model?

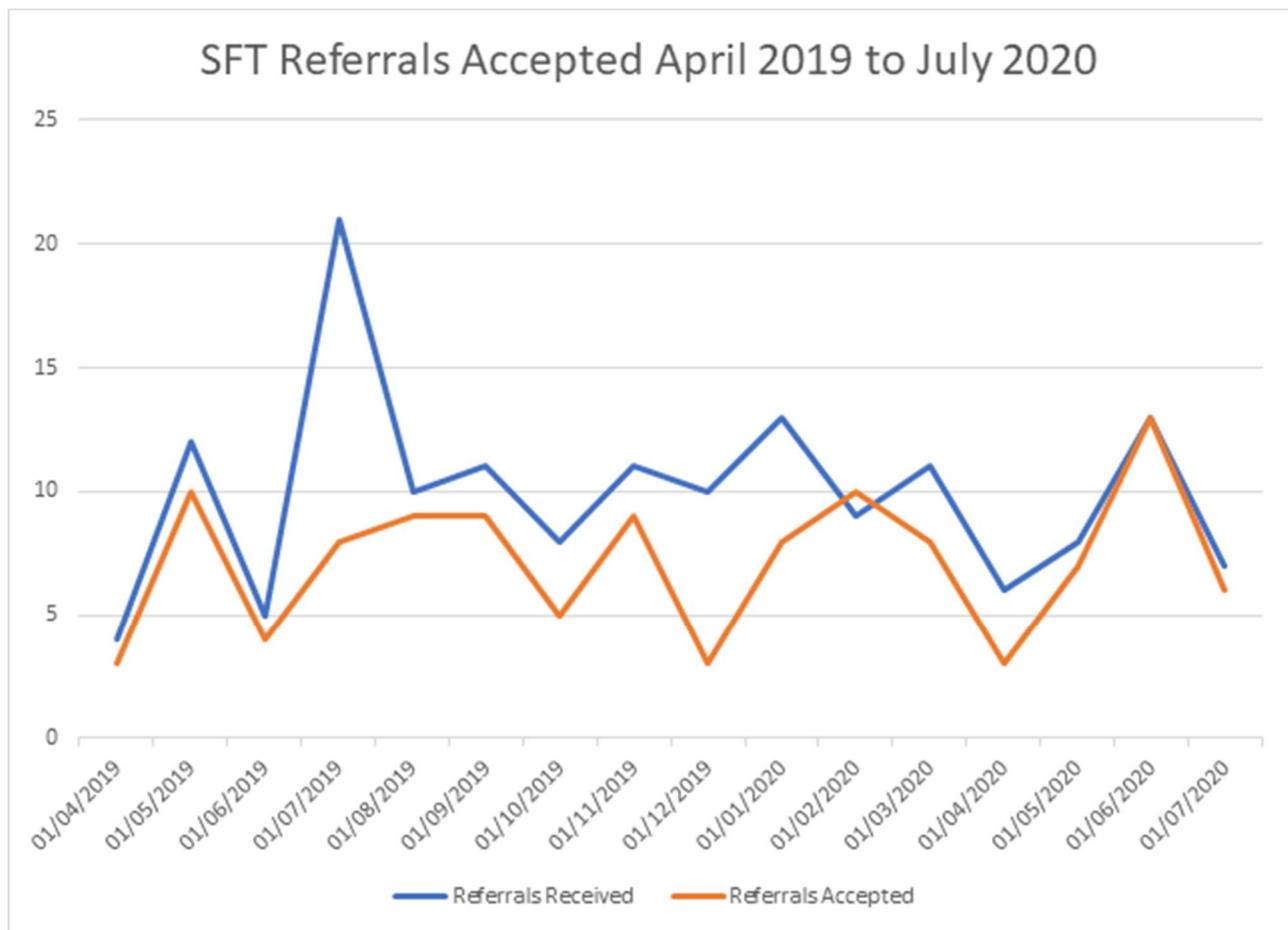
Yes

Are you content for this submission to be published as an annex to the Task Group's report?

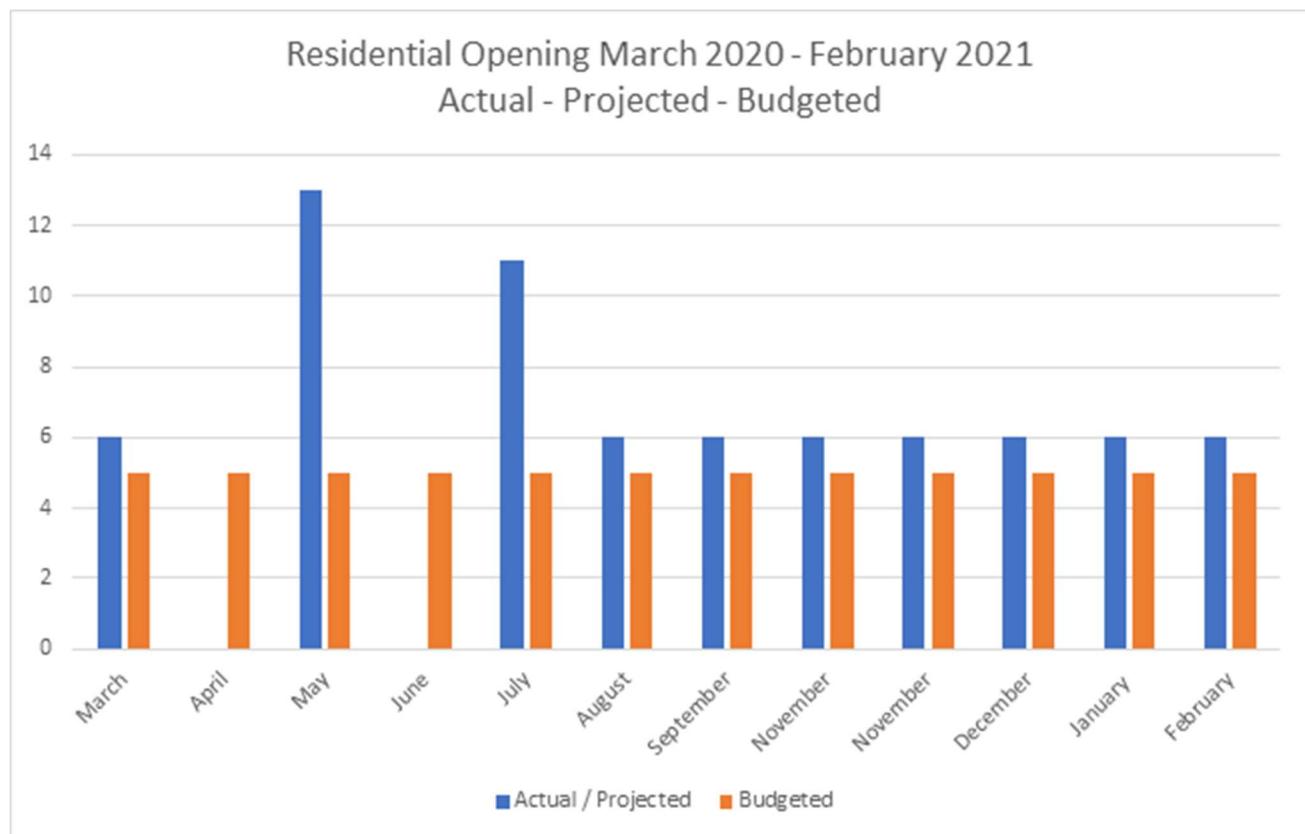
Yes

Appendix 1: Headline performance data:

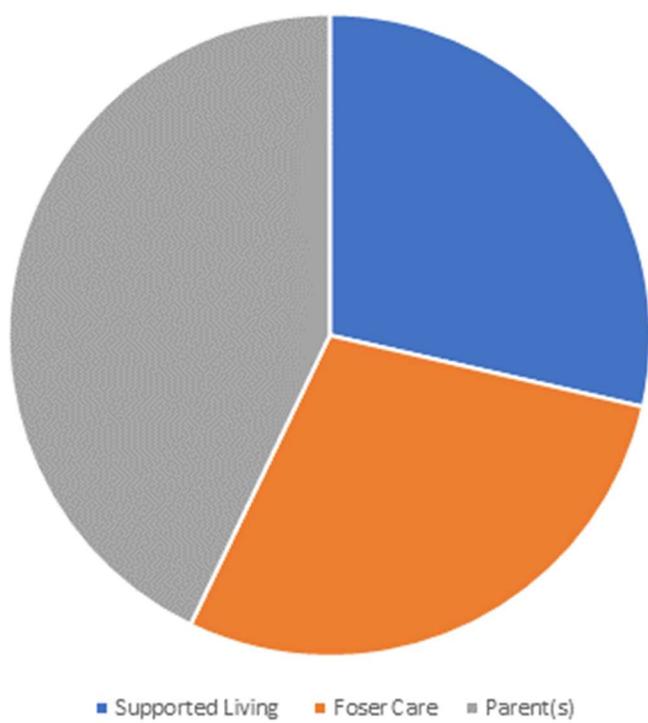
Total of number of referrals since last April 2019



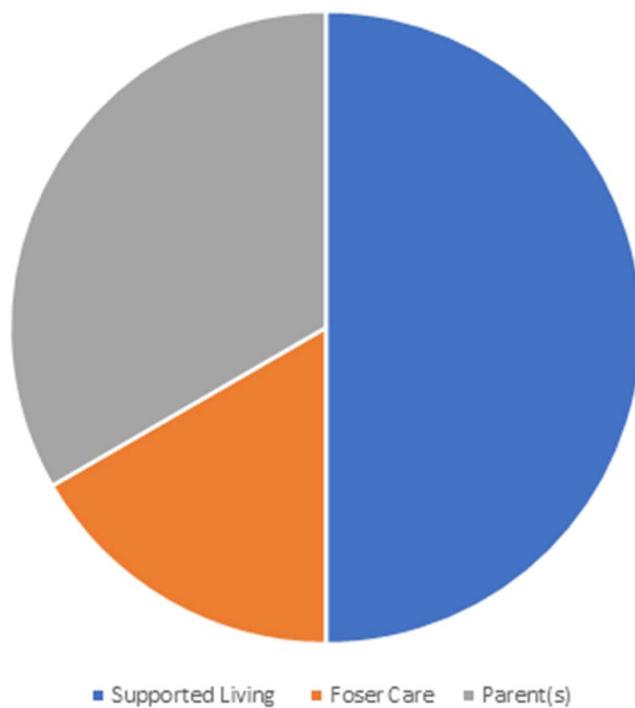
Residential opening since this March and outcomes for the young people



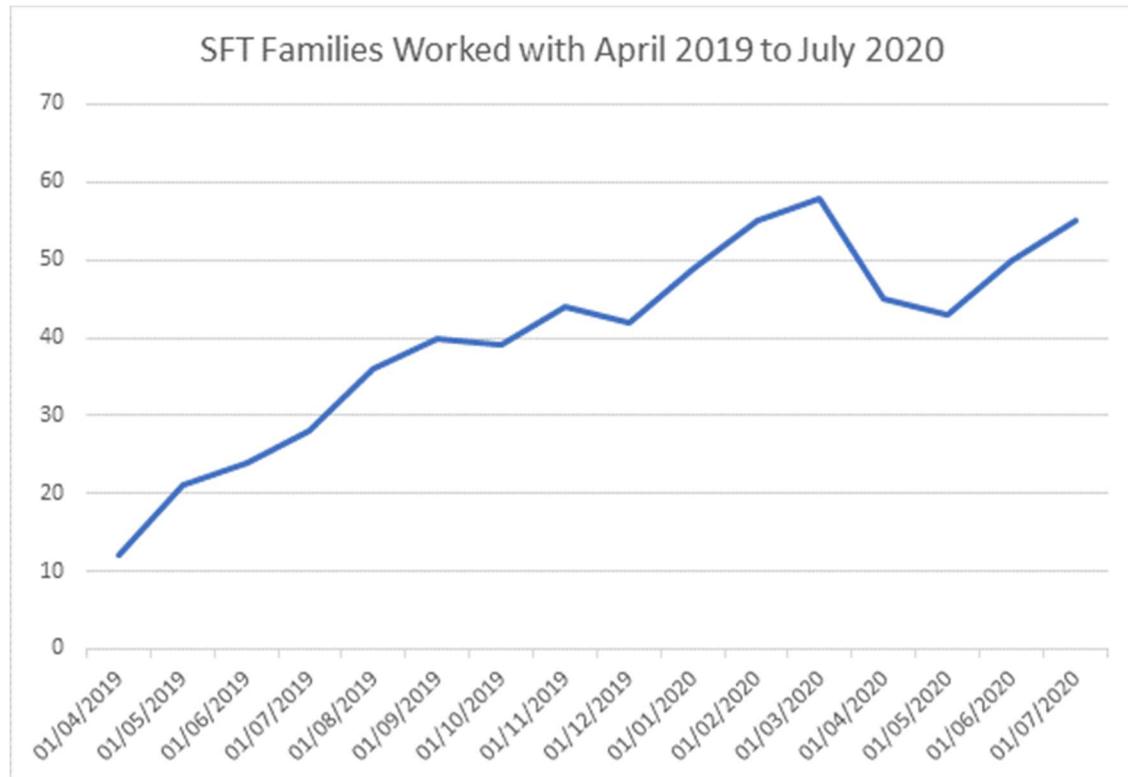
Residential - Young People Admission From



Residential - Young People Moving To

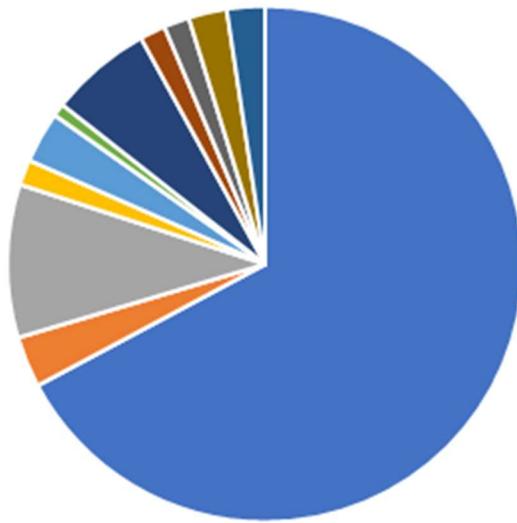


Families we have worked with

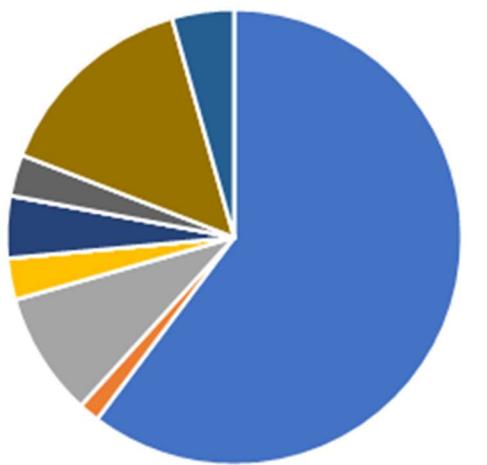


Families that we have worked with and have remained at home

SFT - Young Person Starting Location



SFT - Young Person Ending Location



Statement of Purpose

ASPIRE HOUSE **URN: SCXXXXXX**

This document has been compiled in line with the Children's Homes (England) Regulations 2015; Chapter 2: Matters related to the quality standards; Regulation 16 and Schedule 1.



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Aspire House / Stronger Families Team Guides

In-order-to streamline the paperwork within Aspire House / Stronger Families Team the paperwork for the project is split between three main guides:

1. **Statement of Purpose** - what we do, where we do it and who we do it for.
2. **Staff Handbook** – the main policies of the home, as well as clear guidelines and direction of what is expected from the residential and outreach team members.
3. **Site and Location Assessment** – assessment of the geographic location of the property and the associated risks and the onsite facilities and amenities and the associated risks.

Introduction to Aspire House / Stronger Families Team

"you were just there and understood, when no one else did, and you didn't tell me there is no magic wand."

Parent, 2019

Aspire House is part of Wiltshire Council's Stronger Families Team (SFT) project and is based in the town Melksham, situated on the River Avon in Wiltshire, England. The SFT project focus is on working with young people who are experiencing or at risk of family breakdown, becoming looked after, or leaving a care arrangement. The aim of the SFT outreach work is to provide the young people and their families / care givers, with robust community-based support through a multi-disciplinary outreach team (please note from this point in this document reference will be made to families, and this could include extended families, foster carers, or agreed care arrangements). The fundamental aim of the project is to work effectively as part of a cohesive professional network with families where there is a realistic hope that remaining at home, or returning home, is achievable and there is the potential for this to be sustained.

The SFT adopt a strength-based approach which is focussed upon encouraging healthy and constructive family relationships and supporting young people and their families to remain together. This is delivered through intensive outreach support with young people and their family networks, increasing self-safety, strengthening resilience and building relationships. The young people may be experiencing acute stress and fractious family situations. They may display challenging and complex behaviours which place their educational and social stability at risk. The team will be tenacious in engaging young people and their families.

Aspire House forms the residential element of the SFT project, and will be used as a limited short-term residential resource to offer an emergency stay over provision aimed and giving a young person time and space, and assist parents in growing knowledge, capacity and resilience to repair and reparent. The stay over will provide young people and families support with managing complex behaviours, risks, parenting, and systemically building relationships.

Therefore, assessment leading to a family outcome-based plan (formed with the family) coordinated by a case holding social worker, is required as a referral before a stayover can occur. All stayovers where possible should be planned and include positive work to assist the young person and their families in developing better relationships and safer

outcomes. Urgent same day referrals are likely, and the same principles should be fostered for any regular or advanced planned stayover.

The residential part of the SFT project or stayover resource is intended to be open for approximately 50 to 60 nights per year (further details will be given on the following page).

STANDARD 1 - Quality and purpose of care

Aspire House is an emergency provision to support the SFT outreach work and other areas of Wiltshire council when the need arises. The residential facilities will aim to be used for approximately 50 to 60 days within a 12-month period; the home will be available for accommodation on a short-term basis to ensure that the Outreach function is not adversely affected, therefore the following guidelines will be used for the home:

- An aim of 5 days in a standard month and no longer than,
- 15 days in a row (e.g. during the Christmas holidays, during overlapping months, or when longer term placing of a young person is complex)
- Approximately 50 to 60 days within a 12-month period

The focus of the work whilst the young person is within the residential provision will be to provide a safe-haven for the young person and to assist in stabilising any crisis or difficulties for the young person and their family. The entire SFT will work with young people that reside in the home and any focused work will be coordinated by the assigned worker(s) based on the existing outreach plan, which will be reviewed based on the need for the young person requiring emergency accommodating. A dedicated residential team will provide overnight support and engage in meaningful activities, conversations and learning opportunities with the young person, whilst they reside at Aspire House.

The following three pages will detail the main aim of the Outreach work, which will inform the planned interventions of the residential provision.

Through the outreach provision the team aspires to:

- Increase community inclusion (reduce the risk of social isolation and exploitation)
- Improve healthy relationships

- Encourage open conversation, planning, improving safety and reducing missing episodes
- Enhance self-safety and education of young people and their families about risks and safety mechanisms (reduce risk of vulnerability to criminal or sexual exploitation)
- Increase aspirations, to ensure active community contribution and involvement (reduce risk of offending and/or anti-social behaviour)
- Help young people succeed at school, developing their future ambitions and goals (reduce risk of school exclusion and becoming NEET)
- Promote health and wellbeing. Encouraging active and positive behaviours (including reducing drug/ alcohol use, promoting positive mental and physical health).

The service will increase / improve:

- Parenting, self-care, capacity and resilience when in acute stress (reduce escalation)
- Relationships, bridging and repairing communication
- Motivation, supporting families and young people to change
- Engagement in education or vocational skills
- Self-esteem and well-being
- Capacity of a family and strengthen their social support network
- The use of signposted services

SFT is an intensive service, offering assessed and planned intervention with families to sustain change. The outreach workers will take time to listen to the families to understand the barriers and goals to achieve aspirations and change.

SFT offers a highly skilled and creative team who will provide planned and bespoke interventions according to the young person and family's needs. Outreach workers will be allocated to a family and the young people will work holistically, reflectively and collaboratively with the whole family.

Assessment, Analysis and Outcome Based Planning will take place in the initial weeks following referral and reviewed regularly thereafter (generally at intervals of every 4 weeks, or sooner if the young person becomes accommodated, or there is a significant change within the young person or family behaviours or circumstances).

Intervention may include working alongside siblings and wider family networks if necessary. The outreach workers will support families to complete their plan for up to 6 months, followed by a proportionate (a maximum three month) transition period to step-down or step-out work.

The three-month transition period will include check-in phone calls, text, message, skype and facetime (here when you need me) appointments with the young person and their family. Outreach workers will work flexibly and will offer consistent, persistent advice, growth, and support to develop bespoke success and self-sufficiency for each young person and their family.

SFT are a multi-disciplinary team with support from CAMHS and Police practitioners.

Through the residential provision the team aspires to:

The overarching purpose of the SFT Service is to support children to remain or return to the care of their family. During crisis periods alternative accommodation may be required, this is where the residential element of SFT may be utilised. Depending upon the care plan the home will be used as a temporary placement to support with the following:

1. *Return Home*: The team will work closely and sensitively in supporting young people to be reintegrated back with their family and to provide ongoing intensive outreach support.
2. *Foster Care / Residential Care*: Where it is not possible to return the young person to their family the team will work alongside the case holding social worker to support the young person into foster care or residential care, which will be identified to meet the young person's needs, the team will then then provide ongoing intensive outreach support to promote a successful transition to the new care provision.
3. *Preparation for Independence*: The team will be aware of the requirements of pathway planning and will be working alongside a personal advisor or social worker who will manage the planning for independence. This will be in response to care leavers who have found themselves in crisis, or young people who may be able to move back safely to their family home, but may require additional skills to manage their own health and wellbeing.

The team will at all levels promote good multi-agency working and strive for attainment of a young person's goals, and overall plan. From on-set of SFT involvement any professional involved in the young person or families care will be asked to work collaboratively in a plan of support; sharing past successes, difficulties and ensuring

that work is not duplicated or muddied through the work of other professionals. Beyond the case holding social worker, there are many other people, bodies and organisations that have responsibilities towards young people in children's homes. They might include health and education services, Local Safeguarding Children Boards, leaving care services, Independent Review Officers (IRO's), voluntary agencies, the police and youth offending teams, amongst many others.

1. The range of needs of the children for whom it is intended that the children's home is to provide care and accommodation

Aspire House can provide care and accommodation for up to three young people between the ages of 8 and 17, who may have emotional or behavioural difficulties, which may result in challenging behaviour. We can consider placements up to the age of 18 and beyond if necessary, and risk matched against any other placements staying at the home. These behaviours and emotions can be traumatic for the young person and difficult for people around them to understand. Each young person will be treated as an individual and will not be discriminated against if there is a realistic chance of SFT achieving the outcome detailed and aims details on pages 3 to 6 of this document.

In line with the attachment related focus to our care, we welcome young people who have the avoidant (dismissing), ambivalent (changeable) and disorganised (chaotic) attachment styles, and other behaviours the young people may present including - autism, Asperger's syndrome, self-harm, anxiety, depression, post-traumatic stress disorder, physical aggression / violent behaviour, missing episodes, criminal behaviours, sexualised behaviours, risks of criminal sexual exploitation (CSE) and low education attainment.

2. Details of the home's ethos, the outcomes that the home seeks to achieve and its approach to achieving them**Our Ethos – Principles of Residential Care**

- Young people staying in Aspire House should feel loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential.

- The SFT project through residential and outreach work should value and nurture each young person as an individual with talents, strengths and capabilities that can develop over time.
- Similarly, the SFT project should focus on developing positive relationships, encouraging strong bonds between young people and their families, supported by the team in the home based on jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour.
- The SFT project needs to be ambitious and flexible in nurturing young people's school and out-of-school learning and their ambitions for their future.
- The project should also be attentive to the young people's needs by supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging developing or repairing appropriate and safe friendships and relationships.
- All team members of SFT should be outward facing, solution focused, foster a "can do" attitude, work effectively and promote collaborative work with the wider system of professionals for each young person, and with their families.
- The SFT should be understandings of the young person's communities of origin to sustain links and understanding of past problems

Emotional Competence

We aim to enhance each young person's capacity in the empathic and sympathetic understanding of others. We believe this forms a basis for the successful development of relationships and social confidence. We will do this by:

- Developing staff understanding of psychological dynamics through training and regular consultations with a CAMHS professional who will explore practice within the SFT. This ensures that any specialist understanding of a young person's needs can be incorporated into the direct work carried out by the SFT. The objective of this is that individual interventions and approaches for young people can be developed. In turn, the team are better equipped to understand their emotional states and the connected behavioural responses.
- Assisting the young person in understanding their own emotions and articulating their feelings.

*"Your team has
done amazing
work"*

*Social Worker,
2019*

- Building a culture of mutual respect, transparency, open discussion and appropriate challenge within the SFT by offering rationale for their actions and by apologising when mistakes are made.
- Using the staff as role models to normalise the acceptable expression of feelings and emotions.

3. A description of the accommodation offered by the home

Aspire House is a large and detached house and is part of Wiltshire's Stronger Families Team project based in the town Melksham, situated on the River Avon in Wiltshire, England. The property has a large back garden with lots of space for outdoor games and activities, there is also a fenced area for the young people to maintain an allotment to grow vegetables and other produce. There is a large patio area where we enjoy eating when the weather permits, as well as outside games including a pool table and table tennis table. We promote adults bringing their dogs into work when planned and risk assessed for the young people staying at the home.

Adapting to the needs of the young people

Each young person is encouraged to bring personal items into Aspire House and to have input into how the living space and wider environment of the home could be adapted to better suit the needs and taste of young people. The home has been adapted to promote a homely living space on the first-floor, and within the lounge and kitchen areas, but also to have a downstairs space that is still usable for day to day outreach work and supportive interventions for other young people and family members (a separate policy will be in place to ensure that risk factors are considered for using the sites resources, specifically when young people are staying at the home).

As the residential resource of the home is designed to be a short stay emergency provision the homes design has not been fully converted to a homely environment.

Age, range, number and sex of young people

Aspire House can provide care for a maximum of 3 young people of any gender:

- Age: 8 – 17 (up to and over 18 if necessary, page 6)
- Capacity: 3
- Gender: Mixed
- Placement Length: Emergency / Short Term

Aspire House does not admit anyone under 8 years of age and any residential admission must have a case holding social worker.

Type of accommodation, including sleeping accommodation

Inside the house on the ground floor there is a large entrance hall, a homework room with IT facilities, a large lounge, a kitchen, utility room and a toilet with disabled access. On the first floor there are five bedrooms (two used as sleeping-in rooms for the adults), a toilet, and a large bathroom with toilet and shower. Aspire House has undergone considerable refurbishment in recent years and prides its self on promoting an environment which is homely and welcoming, yet still practicable for the outreach group and individual work that is implemented by the SFT members. The young people linked to the SFT project have and will be encouraged to play a part in changing the environment to be enabling.

External to the main house is an Annex building, which is used as the main hub for the Outreach function of SFT. The flat above the SFT is available for use as a separate entity for care leavers who require minimal support. Any resident in the separate flat will be risk assessed in terms of existing residents in the main house, potential future residents and their own self-sufficiency. Any residents in this provision will also be subject to conditions of stay within the flat and managed by either a case holding social worker or personal advisor, in conjunction with the registered manager of Aspire house and SFT management team (a separate policy for use of the care leavers flat is available), however, this provision is not subject to the main houses Ofsted registration.

4. A description of the location of the home

Aspire House is located within quarter of a mile from the town of Melksham in Wilshire. Melksham is the 5th largest town/city in Wiltshire (after Swindon, Salisbury, Chippenham and Trowbridge) with a population of around 19,000, the town is a town on the River Avon in Wiltshire, England, about 4.5 miles (7 km) northeast of Trowbridge and 6 miles (10 km) south of Chippenham.

In a beautiful pocket of rural Wiltshire, Melksham is a lovely market town situated on the banks of the Bristol Avon. A beautiful historic quarter in the Town Centre features St Michael and All Angel's Church, Canon Square and Church Walk. Nearby are the

historic villages of Lacock and Castle Combe and the splendour of the Cotswolds. The friendly Town Centre is full of independent shops and plenty of cafes and restaurants, with a regular Tuesday Market. Compact and easily accessible, Melksham's library, gym, swimming pool, tourist information centre and parks are all in easy walking distance of the centre.

Melksham has a wealth of clubs and societies for all ages and tastes. The strong and vibrant community spirit ensures a busy calendar of events, including the Scarecrow Trail at Easter, the summer highlights of Melksham Music Festival, Carnival, Party in the Park and Melksham Comic Convention, and the Food and River Festival in September. The popular Christmas Fayre features the highly anticipated switching on of the Melksham Christmas Lights, a spectacular display put on entirely by volunteers.

Melksham people take great pride in their town, and the effort and creativity invested in the Christmas Lights is matched by the dedication in adorning the town with fantastic flowers in summer.

There are some beautiful walks in and around Melksham, including the Riverside Walk along the river Avon. The Conigre Mead Nature Reserve is a fascinating and tranquil space hidden just a few minutes' walk along the river. Managed by a voluntary team of enthusiasts, it is home to dragonflies, butterflies and the occasional kingfisher.

The Kennet and Avon Canal also passes through the Melksham area, offering a great bike ride or walk to the famous Devizes Caen Hill Locks to the east and Bradford on Avon and Bath to the west.

There is a location risk assessment in place; this risk assessment is re-reviewed and updated on an annual basis or when there is a significant change. We have a good relationship with our local police community team, encouraged by our connected police liaison officer as well as Wiltshire council's community engagement officer for Melksham, we encouraged these individuals to drop in now and again to see the SFT and any young people residing at the home (should there be any specific reactions to police for example when a young person resides at the home a consultation process would be followed).

The police liaison has regular contact with the missing children's co-coordinator, and attends regular policing panels such as the Youth Referral Intervention Panel (YRI) and Vulnerable Adolescents Contextual Safeguarding Panel (VASC) and will be able to consult the team on any young people and families that the SFT project are currently

"Thank you"

*Young Person,
2019*

involved with, or may be form a police perspective part of our referral criteria as detailed on pages 2 to 6 of this document. Consultation with the connected police liaison officer will also detail any multi-agency public protection arrangements that are in place to ensure the successful management of violent and sexual offenders in the Melksham area.

5. The arrangements for supporting the cultural, linguistic and religious needs of children

Aspire House provides care which meets each young person's needs and promotes their welfare, taking-into-account the young person's gender, religion, ethnicity, cultural and linguistic background, sexual identity, mental health, any disability, their assessed needs, previous experiences and any relevant plans. Our Equality and Diversity Policy ensures that young people living at the home are encouraged and supported to pursue religion practice of their choice.

Information about local centres of worship including Mosques, Temples and Churches of different denominations will be provided by adults, and young people wishing to participate in their respective religious practice will be supported by adults to a place of worship (full details of these will be shown separately in the location assessment of the home).

Within the home, young people are given privacy and space to follow their religious beliefs e.g. private time to pray is made available as well as the provision of relevant literature about different faiths. The lounge in the home can be used as an area for mediation and prayer as well used for recreation and other necessary meetings, etc.

We will ensure that food and cooking arrangements are sensitive to different cultures and beliefs. We celebrate other cultures special days and have themed evenings celebrating different cultures from around world.

Wiltshire council also has the facility for interpreters (face to face and via telephone) and information of bi-lingual employees across the council who may be able to assist in overcoming language barriers.

6. Details of who to contact if a person has a complaint about the home and how that person can access the home's complaints policy

The Registered Manager and all members of the SFT will take all reasonable steps to ensure that young people feel comfortable with making comments or complaints of the work carried out at Aspire House, by the SFT and by any other aspect of their life. The ethos of this will ensure that they feel respected and that they have a voice in relation to their own life, Young people will also be made to feel free from reprisals if they choose to make a complaint.

Where a person wants to make a complaint, a member of the SFT or the Registered Manager in the Home will deal with the matter, if appropriate. If a complaint is made about the Registered Manager of the Home or another person in Line management; the complaint will be passed to a more Senior Manager or Head of Service. Complainants will also be informed that they may contact Child Line, the young person's Social Worker, the young person's Independent Reviewing Officer, or the Regulatory Authority (Ofsted) in the area where the Home is based.

Young people will also be able to use the MOMO app or website to express their feelings, concerns or to make a complaint. All contact information for making a complaint will be visible within the home in the form of a poster and within resources information which are readily available.

A member of the team can provide a copy of the complaints policy at any time, an up-to-date version of all policies can be located on Wiltshire Council's Grow Site. A poster is also visible in the communal area regarding 'how to make a complaint'. Details of making a complaint can also be found on the main Wiltshire Council website (<http://www.wiltshire.gov.uk/complaints-making-a-complaint>). All complaints will be forwarded to complaints@wiltshire.gov.uk for central compliance and recording, and any serious complaints or safeguarding concerns will be notified to Ofsted and the case holding social worker.

The homes complaint policy will give more detail on the timescales of responding and dealing with a complaint, the procedure followed, and what to do if the complainant is not satisfied with the outcome of the complaint.

7. Details of how a person, body or organisation involved in the care or protection of a child can access the home's child protection policies or the behaviour management policy

The SFT manager is the overall safeguarding lead for the SFT project, however, the Assistant Team Manager and homes registered manager is the homes designated safeguarding officer, and the contact point to accessing these policies. The SFT ensures that each young person is protected from victimisation, abuse, teasing and bullying by assessing the potential risks and challenging all occurrences. All incidents and complaints will be recorded, investigated and reported to the case holding social worker. Support will be given to both the victim and the young person who caused the distress using a restorative approach. The home has comprehensive 'Safeguarding', 'Complaints' and 'Anti-Bullying' Policies which all the SFT are familiar with (updates are discussed within team meetings and all members of the team are encouraged into developing transparent and effective procedures for addressing child protection and behavioural management). Additionally, 'child friendly' versions are available, or any member of the SFT can explain the details of any of the homes policies so that the young person understands. All adults; receive regular training and opportunities for discussion to cover all-of-these areas.

STANDARD 2 - Views, wishes and feelings**8. A description of the home's policy and approach to consulting children about the quality of their care**

There will be are regular consultation processes within Aspire House when young people stay, and these will generally be through community meetings after school and at meal times, or via one of the SFT or delegated professional if consultation is not suitable at the time of the young person's stay at Aspire House. The SFT management team will also ensure that regular consultations with the young people and families take place to allow for their input and views on the day-to-day running of the home and SFT project and larger scale ideas, such as holidays and decoration plans. The SFT including the management will adopt an 'open door' policy where there is always space for the young people to sit and talk about any concerns or wishes. The SFT

management team will ensure that they are available, and spend time with the young people in and out-side of the home.

The home will also allow for young people to make anonymous suggestions via a 'things we do well / things we could do better' board, and suggestion box.

As per the complaint guidance the MOMO app or website can be accessed by a young person to express their feelings, concerns or to make a complaint. All contact information is on the complaint poster visible within the home and within resources information which are readily available.

9. A description of the home's policy and approach in relation to –

- (a) anti-discriminatory practice in respect of children and their families;
and
 - (b) children's rights.

Anti-discriminatory practice

Aspire House ensures that all young people are aware of their rights to:

- Protection (the right to be safe);
 - Provision (the right to be well looked after);
 - Participation (the right to have their say and be listened too).

The adults at Aspire House are responsible for promoting and safeguarding young people's rights which must be respected at-all-times. All young people will have a right to dignity, privacy, choice, safety, education, reaching their full potential, equality and diversity. These rights are included in our policy.

Children's Rights

Young people / children at Aspire House will receive a 'Welcome Pack' with the information, addresses and phone numbers of:

Website: <https://childline.org.uk/>

- National Bullying Helpline **Tel:** 0845 22 55 787;
Website: <http://www.nationalbullyinghelpline.co.uk>
 - NSPCC **Tel:** 0808 800 5000;
Website: <https://www.nspcc.org.uk>

These will also be available within a folder with information of local services for our young people where they can seek support and advice.

The young people have access to a private telephone line where appropriate, also access to a laptop with internet, which has extensive parental controls to ensure online safety.

Advocacy Service

Wiltshire Council also has contracts with Caring for Communities and People (CCP), which forms Wiltshire Children & Young People's Advocacy service.

- Caring for Communities and People **Tel:** 0300 365 8300;
Website: <https://www.ccp.org.uk/contact-information>

Standard 3 - Education

10. Details of provision to support children with special educational needs

Education within the SFT project is an integral part of our approach to maximize the potential of every young person. We strive to ensure that we work alongside schools / colleges and other education provisions to encourage attendance, learning opportunities, engagement and attainment.

Young people where possible will be supported to keep attending their normal provision when they are staying at Aspire House. Where normal attendance is not possible the SFT will work alongside the education provision to coordinate suitable homework and activities and promote a manageable school experience based on the needs, behaviour and capacity at the time of staying at Aspire House.

Young people will always be supported during any educational transition at both school and college.

We will work with all young people's education provisions based on recommendations of any statements, existing Education, Health and Care Plan (EHCP), behavioural support plans and individual risk assessments.

11. Details of the curriculum provided by the home and the management and structure of the arrangements for education

N/A - as per previous section the SFT will work alongside the existing education provision when a young person is staying at the home. Due to the short-term nature of the residential provision and the different reasons that a young person may enter the home the arrangements for education will be carefully considered on a case by case scenario.

12. The arrangements for children to attend local schools and the provision made by the home to promote children's educational achievement

As the main aim of the residential function is to offer a short-term planned intervention, we will not be looking at creating links with the local Schools, unless the young person is already enrolled within a local school. Please refer to sections 10 and 11 on the previous two pages for the promotion of education within Aspire House and the SFT project.

However, we aim to equip each young person with the ability to manage life events so that they can deal with adversities, recognise opportunities and shape their own future. To achieve this, we feel educational achievement and attainment is a key factor. Therefore; we will:

- Ensure stability and continuity of care through supportive parenting and the development of secure attachment patterns in-order to raise self-esteem.
- Liaise daily with the education provision and provide support by encouraging regular attendance, assisting with homework and promoting after school activities.
- Ensure each young person have access to a computer and a quiet space in which to study.
- Support each young person in the development of adaptive coping strategies and self-care.
- Ensure that there is consistently with the SFT of appropriate adults who provide nurture and support to help the young person's development of resilience and an internal focus of control.
- Consistently train all the SFT in knowledge and skills to improve and support the development of resilience in young people.

This helps to ensure that Aspire House provides an experience which is caring, structured, holds high expectations for children's behaviour and encourages participation and empowerment throughout the home.

Standard 4 - Enjoyment and achievement

"I have my son back"

Parent, 2019

- 13. The arrangements for enabling children to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills**

All young people will have a detailed placement plan that will identify areas of self-care and social skills that the young person requires support with. Each young person will have a self-care routine that reflects their needs. Social skills are developed through providing a calm, nurturing and caring living environment that promotes self-esteem. We offer a range of on and off-site activities that develops social skills. Role modelling is vital; as through adult's positive role-modelling we can develop acceptable social behaviours.

We will give all young people lots of attention and positive reinforcement and ensure they are involved in all decisions about their daily life and care. There will be a reward system in place for responding well to boundaries and completing self-care and life skills tasks. We also reward positive behaviours with trips out, and planned incentives to encourage positive behaviour and choices.

Standard 5 – Health and Well-Being

- 14. Details of any healthcare or therapy provided, including –**
- (a) details of the qualifications and professional supervision of the staff involved in providing any healthcare or therapy; and**
- (b) information about how the effectiveness of any healthcare or therapy provided is measured, the evidence demonstrating its effectiveness and details of how the information or the evidence can be accessed**

At Aspire House the team will encourage all young people to eat a healthy balanced diet; get regular sleep and be welcomed into a warm and friendly environment. The young person will have an individual health action plan which will contain sufficient information about their health needs whilst they are living at the home. The young people will be supported where necessary for all their health care needs. The SFT will

work alongside the families / care givers to ensure that the young person's health needs are met and that they attend all regular health checks including dentist and optician appointments, however, this will be the responsibility for the families / care givers to oversee. Any other needs such as CAMHS, in-house / external therapeutic provisions, additional health needs, etc., will be identified and discussed as part of the transition to the home and during the first weeks of his stay.

Therapeutic intervention offered

We are recruiting for / have a CAMHS practitioner working with the team two days each week. TBC – details of aligned CAMHS professional who is in recruitment phase.

Currently Systemic Consultations using 'three level reflective practice' facilitated by Annabelle Gilham, Systemic Family Therapist, Early Help – CAMHS, Salisbury Community CAMHS team. These are taking place every two to three weeks and involved live case discussions. The lead CAMHS worker assigned to Stronger Families Team and the SFT assigned workers will systematically involve all parties specific to the young person's plan of care and future objectives encourage a multi-agency working party throughout the involvement of SFT in the young person and family's life. This process ensures all parties revisit objectives of the placement and enables outcomes monitoring processes.

Team Clinical Meetings

The purpose of these regular meetings is to create a reflective space in which Teams can explore and develop their insights into the direction of the young person and families care package effectively. The purpose is also to support and encourage the SFT in applying this insight in the care package they provide to the young people.

Within the Team Clinical Meetings, Practitioners will be encouraged and enabled to consider a wide range of issues that potentially impact on; their work; including, but not exclusively:

- Attachment Theory
- Group Processes
- Transference / Counter-Transference / Projection; unconscious process (young people and carer network) etc.

There will inevitably; be a training and supervisory element to the meetings as appropriate to the professional and developmental needs of the SFT. The meetings are

for the whole SFT, and small groups will be established where the needs arise. For example, a separate residential only meeting may be used to discuss presenting issues of young people staying at Aspire House; all meetings will be led by an experienced psychotherapist / clinical psychologist facilitator (currently Annabelle Gilham but permanent person TBC). Additional meetings with the team, training, and support with multi-agency meetings, reviews are also part of the remit of the clinical team.

Manager Clinical Meetings

The purpose of these meetings is to support the managers in the reflective thinking and practice required to; effectively lead their Teams within the therapeutic task. The meetings are to ensure that managers are committed to therapeutic practice, and have the skills and space to support their Teams. The meetings will be for the management team of SFT, YOT and the Emerald team who are all supported by the lead CAMHS worker based within the SFT project; will be led by; led by the lead CAMHS worker who is an experienced psychotherapist / clinical psychologist facilitator (TBC upon selection and recruitment, current facilitator does not have scope to provide this).

Standard 6 - Positive relationships

15. The arrangements for promoting contact between children and their families & friends

Contact with family / friends and significant others is fully supported both within the Aspire House and the location of the family when the young person is residing at the home, or is residing at a more long-term care provision. These arrangements will be young person specific and part of the young person's care plan. Friends are welcome to come around and can stay for tea, but we like to have notice so that we can make plans, and ensure that safety of all parties are paramount.

We will work with the all professionals involved with the young person to ensure that any contact with family and friends is carried out in the best interest of the young person. We will promote the wishes of the young person and work through any difficulties that are realized or identified through contact. A member of the SFT will be available to support or supervise contact arrangements, and the team will be provided with specific training on 'facilitating contact' and 'safeguarding' to ensure that the young person's needs are paramount.

Standard 7 - Protection of children**16. A description of the home's approach to the monitoring and surveillance of children**

We do not have any facility of to electronically monitor the surveillance of young people. Within the home we have a monitoring system that monitors all external doors - so we know when any individual leave – however, if more than one young person is in the home at one time, there is no current monitoring of the movement between young people's bedrooms apart from staff observations (however, staff bedrooms are strategically placed to provide adequate coverage and monitoring). The need for using this system would be reviewed in line with the needs of each young person in placement in-order-to ensure safety; e.g. if a young person is likely to run away at night, or place another young person at significant risk due to their actions / behaviours. Any agreement will be recorded in the placement plan and discussed with the case holding social worker, registered manager and young person. The door alarm for the external doors of the home will always be active as a monitoring tool at night; as a means of knowing when anyone enters or leaves the home, but this is the only current device that monitors or notifies adults of the movements of the young people.

17. Details of the home's approach to behavioural support, including information about –

- (a) the home's approach to restraint in relation to children; and**
- (b) how persons working in the home are trained in restraint and how their competence is assessed**

Approach to restraint

The SFT are trained in Team Teach as their method of physical intervention. The aim of team teach is: through the promotion of de-escalation strategies and the reduction of risk and restraint, to support teaching, learning and caring, by increasing staff confidence and competence, in responding to behaviours that challenge, whilst promoting and protecting positive relationships. Positive Behavioural Support (PBS) approaches are entirely compatible with Team-Teach.

All members of the SFT receive a 12 hour "Basic" course (to reduce foreseeable medium "special service" risk) and where supported through evidenced health and safety needs, additional advanced modules (to reduce foreseeable elevated risk).

The SFT puts huge emphasis on de-escalating situations in the early stages of crisis but if in cases of extreme behaviours which may result in physical harm or serious damage to property, and when all efforts to exert control have been exhausted, the team are expected to use safe 'holding' or physical intervention to a level which is necessary to ensure the young person is kept safe. Physical intervention should on a no more no less basis of the behaviour and risk that the young person is displaying, and should be used progressively from supporting and guiding a young person away from a stressful situation to more restrictive methods to prevent harm and ensure safety.

Assessing competency

All staff; are required to pass an examination process validated by Team Teach which covers all these components. Following the initial training further training will be required at a minimum of six monthly in-house; this is in terms of team meeting refreshers and external refresher training every two years (with a designated Team Teach instructor) where all elements of the Team Teach approach, physical elements and de-escalation techniques are covered.

Physical restraint will only be used if it forms part of the care plan and has been agreed by the case holding social worker and has been discussed with the young person on admission.

If a young person leaves the home without permission a reporting protocol is in place which reflects their individual risk assessment and links to the care plan. This may include the local authority, placing authority, family members, transport and local police. The Individual Crisis Management plan will indicate whether the young person would need to be prevented from leaving the home. This would be based on clear risk assessment that they or others would be placed at significant risk. This will be agreed with the placing authority as part of the care plan for the young person.

Our positive reinforcement reward systems are harnessed as well based on sound understanding of the needs of our young people, and are always based on prompt reinforcement as soon as possible and within a range of realistic expectations of changing behaviours. Every young person will have a bespoke plan developed based on their own areas of difficulties and strengths which we wish to continue to develop as

part of the SFT outreach work and need for residential intervention. All consequences and rewards are reviewed by the Registered Manager to ensure they are appropriate.

Standard 8 - Leadership & Management

18. The name and work address of –

- (a) the registered provider**
- (b) the responsible individual**
- (c) the registered manager**

Registered Provider	Wiltshire Council Bythesea Road Trowbridge Wiltshire BA14 8JN Tel: 01225 713069	Responsible Individual	Terence Herbert Wiltshire Council Monkton Park Chippenham Wiltshire SN15 1ER Tel: 01249 709400	Registered Manager	Mark Callaway Aspire House 50 Spa Road Melksham Wiltshire SN12 7NY Tel: 01225 713977
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The following section will detail the name and qualifications of each member of the Aspire House team and the details of the ‘Responsible Individual’, ‘Therapeutic Lead’ and ‘Registered Manager’ of the home.

19. Details of the experience and qualifications of staff, including any staff commissioned to provide education or health care

Responsible Individual

Terence Herbert – Service Manager Young People

Male - Start date with Wiltshire Council: March 2011 – Terence is a qualified Social Worker and mental health nurse, with over 24 years' experience in social work within various local authorities. Prior to joining Wiltshire council Terence worked for North Somerset Council.

Qualifications: BA (Hons) Social Work, Registered mental health nurse, Psychiatric/mental health nursing.

Annabelle Gilham – Counsellor and Systemic Psychotherapist (Family Therapist), Community Mental Health Services

Female – Seconded provision to Wiltshire Council.

Qualifications: Diploma in Psychodynamic Counselling, Post Graduate Diploma in Systemic Practice with Couples and Families, MSc in Family and Couple Systemic Psychotherapy, Post Grad Diploma in Clinical Supervision.

Carolyn Cook – Acting Team Manager (*6 months secondment*)

Female - Start date with Wiltshire Council: November 2008 - is a social worker and has worked in the MASH, Emergency Duty Service and Support and Safeguarding Service all within Wiltshire. Carolyn has previously worked in residential children's home settings and residential education settings.

Qualifications: BA (Hons) Social Work.

Registered Manager

Mark Callaway – Registered Manager / Assistant Team Manager

Male - Start date with Wiltshire Council: 8th April 2019 - Mark has worked within the child care sector since 2007 and has previously worked for Five Rivers Child Care Ltd as a registered manager and finance manager, and has voluntary experience as a qualified psychotherapist within generic counselling and alcohol & substance misuse.

Qualifications: QCF Level 5 Diploma in Leadership for Health and Social Care and Children and Young People's Services - Children and Young People's Management (England), BA (Hons) Person-Centred Counselling & Psychotherapy, BA (Hons) Business Administration, CEOP Ambassador.

Xina Hart – Senior Residential Outreach Worker

Female - Start date with Wiltshire Council: January 2010, and with Stronger Families Team project from January 2019 - Xina has a youth work background and previously ran youth centres in the South of Wiltshire. Xina has also worked within YOT in their prevention project, worked with communities to set up their own youth projects and most recently has worked within the Adolescent Support Project.

Qualifications: BA (Hons) Youth Work and Community Learning and Development, City & Guilds Level 3 in Youth Work Practice, (Hons) Film, Television and Radio Studies.

Annette James – Senior Residential Outreach Worker

Female - Start date with Wiltshire Council: 11th March 2019 - Annette previously worked in a disabled children's team case holding children and young people with complex needs. Annette also has experience working in children's centres delivering outreach and parenting work and in residential settings for children and adults with learning disabilities. Early Years foundation degree.

Qualifications: Early Years foundation degree.

Amelia Mobsby - Senior Residential Outreach Worker

Female - Start date with Wiltshire Council: 9th July 2019 - is a newly qualified social worker who completed her masters' programme with the London Borough of Havering. Amelia has worked with families in crisis, and supported children and young people within their family home and within Children's homes.

Qualifications: MSc in Advanced Relationship Based Social Work Practice with Children and Families, Post Graduate Diploma in Social Work, BScEcon Sociology and History.

Emma Meek - Senior Residential Outreach Worker

Female - Start date with Wiltshire Council: 19th August 2019 - Emma is due to start with us very soon, she has experience working as a family support worker, an early help coordinator, and has residential shift leading experience within the Cotswold Community.

Qualifications: PEPS Level 1 in progress, OCN Level 4 Intense Support for Families with Complex Needs, Level 4 Triple P Practitioner & Level 4 Triple P Standard Practitioner, Take 5 for Play and GNVQ Advanced Diploma in Business.

Juliet Cook - Residential Outreach Worker

Female - Start date with Wiltshire Council: 11th February 2019. Prior to working for Wiltshire Council Juliet managed a women's refuge for approximately two years, and prior to this ran homeless hostels for teenagers and adolescents, and a number of years working as an Outreach worker with families at the risk of homelessness.

Qualifications: Diploma Pre-School Practice, Counselling Skills, NVQ in Advice and Guidance.

Ceri Draper - Residential Outreach Worker

Female - Start date with Wiltshire Council: 11th February 2019, Ceri has previously worked in a residential setting for young people with complex needs, autism and challenging behaviour. **Qualifications:** Level 3 Diploma in Health and Social Care, Level 3 Diploma in Residential Childcare.

Ashlea Forgacs - Residential Outreach Worker

Female - Start date with Wiltshire Council: 11th February 2019, moved to Aspire House on the Wiltshire College as a Pre-16 learning mentor end September 2017 – check holiday entitlement. Prior experience includes working for Melksham Oak Secondary School as a teaching assistant and works part time at Melksham youth centre.

Qualifications: Qualified by experience, NVQ Level 3 in Business Administration.

Gemma Matthews - Residential Outreach Worker

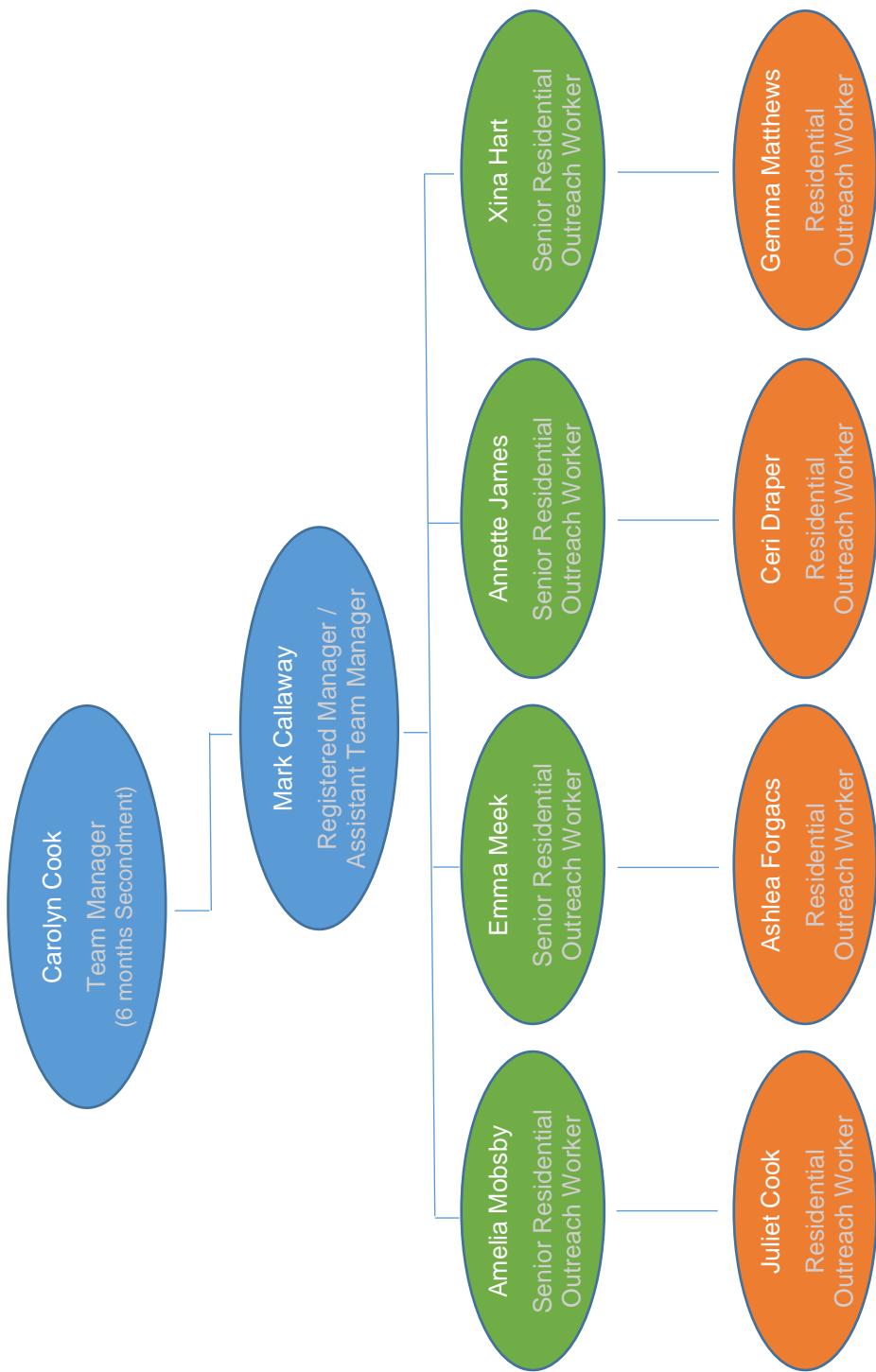
Female - Start date with Wiltshire Council: September 2011, started working at Aspire House in February 2019. Prior to working with SFT Gemma worked with the support & safeguarding team and as a youth worker. Gemma also worked as a youth coordinator for a local charity coordinating a team of youth workers and in school mentors.

Qualifications: Qualified by experience, Diploma in various business study units.

20. Details of the management and staffing structure of the home, including arrangements for the professional supervision of staff, including staff that provide education or health care

All adults at Aspire House receive regular supervision and support with their line manager or delegated supervisor which covers any practice issues and identification of any necessary training required for personal development. We have a mentoring programme where new starters receive 1:1 support by an experienced member of the SFT. Formal supervision is provided monthly and no less than monthly group consultations with the aligned CAMHS professional is in place to ensure that the team regularly review and develop their practice.

A flowchart of the structure of the home is shown on the following page.



21. If the staff are all of one sex, or mainly of one sex, a description of how the home promotes appropriate role models of both sexes

We have a residential staff team of all female, however, there is a male outreach worker and the registered manager who are male who will have regular contact with the young people that reside at the home. The team receive regular training about equality and diversity and are aware of the need for role modelling; should a young person require additional support or have cultural needs that we are unable to meet we will endeavour to source and independent advocate for this purpose.

Due to the short-term nature of the residential provision the role modelling aspect of the home is assessed as sufficient for its intended purpose.

Standard 9 - Care Planning**22. Any criteria used for the admission of children to the home, including any policies and procedures for emergency admission
Contact Information**

We accept placements of any young people aged between 8 and 17 years' (up to and over 18 if necessary, page 6) and require emergency short-term residential accommodation. Aspire House is a limited resource and further information of the capping of nights is detailed on page three of this document.

All admissions are undertaken following an in-depth assessment of needs and risks to self or others. Where any risks are identified these are not seen as inhibitors for placement, but are considered on-the-basis of the ability to manage risk and appropriate development plans.

However, it is of paramount importance the safeguarding of the young people in our care and, therefore, we will not accept a young person into placement who would pose unmanageable risk to self or others.

We believe in developing person-centred bespoke packages of care within our outreach function and would plan to replicate the work within the residential element of Aspire House and, therefore, we ensure we can meet the needs of the young person being placed but also the young people already in placement.

Admissions are accepted on an emergency basis and must be assigned to a case holding social worker. The social worker will be responsible for identifying the reason for the accommodation episode, the risk to self and others, and confirm they will be available and committed to an Emergency Review process and will be actively considering the needs of the young person beyond the limits of Aspire House set out on page three of this document. There will be a separate and full procedure for receiving emergency placements. They will have a detailed routine, with which all members of the SFT will be familiar, and notified of any changes.

The routine will include having:

- A checklist for admissions readily available;
- A vacant bedroom with appropriate facilities, in a state of readiness;
- Easy to prepare basic food and drink accessible for staff to prepare day or night;
- A strategy for the redeployment of staff to deal with the emergency admission.

Managers should ensure that where an emergency admission takes place a planning meeting also known as an Emergency Review is held within 72 hours of admission, see following page, Criteria and Timing for Emergency Reviews.

Emergency Placement Procedure

In the event of a referral to the SFT, the person receiving / administering the referral should do all that is reasonable to follow the normal admissions procedures. (When an emergency placement is requested out of hours then the on-call manager should be consulted prior to accepting the referral – admissions can only be referred if approved by service manager in conjunction with the registered manager/assistant team manager or team manager (or delegated Senior Residential Outreach Worker) of Aspire House).

Any decision to admit a young person in an emergency must be based a proper assessment of the available information. Given the time constraints, this assessment is likely to be carried out from information provided over the telephone or by email. Referral forms still need to be completed and received before the young person is admitted despite the time pressures with emergency placements.

When emergency placements are made, case holding social workers should endeavour to make as much of the necessary information about the young person available to the home as is possible, and should always make available any information that is vital to allow the home to care safely for the young person (e.g. medical information or

information about any known serious behavioural issues which may place the young person at risk of harm to him/herself or others).

As a minimum, the following information will be required at the time of the placement:

- The contact arrangements that may be permitted between the young person and his/her parents, siblings, relatives and friends – no contact may be allowed without the approval of the social worker or as set out in the young person's Placement Plan;
- A copy of the young person's Health Care Plan or, if this is not available, details of any healthcare or medical needs/requirements that the home should be aware of e.g. Homely Remedies or Medication that the young person may require, see Health Care Assessments and Plans Procedure;
- Copies or information relating to any Court Orders that may be required or influence the young person's placement e.g. if the young person is subject to a Remand.

The person administering this process must keep a record of the matters that are not undertaken, and pass this to the chair of the Emergency Review (see next heading, Criteria and Timing for Emergency Reviews), so that they can be followed up.

Criteria and Timing of Emergency Reviews

An emergency review meeting must be held within 72 hours of any emergency admission, this is a maximum timescale and the urgency of the situation may dictate that the timescales should be shorter (discussions will take place every 24 hours where possible, following an admission to ensure the limitations of Aspire House are not breached).

The purpose of the meeting will be to ascertain where the young person will be moving to following their stay at Aspire House. Discussion around suitability of the placement should take place and the readiness to either return-back to their family, to foster carer, or to a longer-term residential provision should be explored, and any actions to follow up agreed.

Arranging and Conducting Emergency Reviews

Emergency Reviews will normally be arranged by the manager of the home, who should act as the chairperson. This responsibility may be delegated to a member of the SFT of management team.

The review must be conducted in the form of a meeting (this can be completed via Skype due to the timeframes involved).

Who Should Attend or Contribute to Emergency Reviews?

The people listed below should contribute to the Emergency Review, the case holding social worker will detail any reasons that people should be omitted or included:

1. The young person's social worker;
2. If applicable an Independent Reviewing Officer (IRO) for the young person;
3. The young person;
4. The young person's parents;
5. The young person's SFT assigned worker, or another member of the team.

From onset of any placement at Aspire House the case holding professionals will be aware of the restrictions of anyone staying at the home. The intended review each 24-hours is to ensure that suitable plans are made for the young person and that re-integration to their family is both appropriate and achievable, or that other accommodation such as foster carer or medium to long-term residential accommodation is being sourced and actioned.

Contact Information

"You have worked really hard at building a positive relationship with this family and this has enabled to trust a professional for the first time ever, and this in turn is making a difference to the children's lives"

Independent Reviewing Officer, 2019

Mark Callaway
Registered Manager
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Stronger Families Team, Wiltshire
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Wiltshire Council
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Trowbridge, Wiltshire, BA12 7NY
Tel 0300 4560 100
Website www.wiltshire.gov.uk



Annex 13

Minutes of an oral evidence session with Anne Tully, No Wrong Door – Project Manager, Rochdale Borough Council, on 20 August 2020

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No Wrong Door Task Group

Minutes of a meeting with Anne Tully, Project Manager – No Wrong Door at Rochdale Borough Council

Microsoft Teams

3 pm on 20 August 2020

In attendance:

Councillor Lesley Steeds (Chairman)

Councillor Chris Botten

Councillor Liz Bowes

Councillor Barbara Thomson

Councillor Kay Hammond (*ex officio*)

Councillor Chris Townsend

Benjamin Awkal, Scrutiny Officer

Bryony Crossland Davies, Democratic Services Assistant

Anne Tully, No Wrong Door Project Manager at Rochdale Borough Council

Key points from the discussion:

1. The attendees agreed that the minutes of the meeting could be published by the Task Group.
2. The Chairman welcomed Anne Tully to the meeting and invited her to give an overview of the process by which Rochdale Borough Council (BC) adopted the No Wrong Door (NWD) model and any insight relating to the model's impact.
3. The Project Manager stated Rochdale BC children's services had been on a journey of innovation over the previous two years and NWD had been part of this systemic change. Rochdale BC worked closely with North Yorkshire County Council on the development and implementation of the model locally, which went live on 1 April 2020.
4. There was an authorising environment from senior management and partners and the Chief Executive was the accountable officer for the Clinical Commissioning Group (CCG) in Rochdale. The NWD Project Manager stated that both partner buy-in from the beginning and shared common values had been crucial.
5. NWD worked with the premise that no young person is unable to be fostered. Out-of-county placements were not used, and it was acknowledged that some young people may require a residential placement at some point in their lives. NWD enabled flexible and imaginative working within a multidisciplinary team to create bespoke packages.
6. The Project Manager stated that this shared vision did not happen overnight. Workshops on the theory of change were held with all partners to help foster the shared vision underpinning the NWD model.

7. The Project Manager summarised that implementation of the project required an authorising environment from partners, elected members, senior officers, corporate parenting, and those delivering it on an operational basis. The strategic triangle proved helpful for Rochdale in galvanizing an authorising environment. Grant money from the Department for Education (DfE) helped establish NWD from 1 April 2020. Cost-benefit analysis was also important and should be undertaken by local authorities endeavouring to adopt the NWD model.
8. A Member asked about the relationship with North Yorkshire County Council during the project in Rochdale. The Project Manager informed the group that North Yorkshire had supported and challenged Rochdale BC and ensured the ethos of the model was reflected in the local service; during development, North Yorkshire also helped Rochdale BC to anticipate likely challenges that may have arisen.
9. A Member questioned how Rochdale BC had dealt with staffing and recruitment issues. The Project Manager stated that the council had performed better than other local authorities in some areas of recruitment but had performed worse in other areas. They struggled to recruit a hub manager – a registered manager had since been recruited and deputy managers had acted up in the interim. A speech and language coach and a life coach had been recruited successfully. The COVID-19 pandemic had stalled recruitment of portfolio leads and it had been a difficult period generally, due to some staff being required to shield. Regarding key workers, 63 applications were received for the most recently advertised vacancy. No NWD hub carers had been recruited yet but there had been a big increase in foster carer interest and conversion from interest into applications. Discussions with the police regarding the police analyst role had been held. Overall, staff retention had been a more pressing issue than staff recruitment (apart from the hub manager).
10. A Member asked whether there were any noteworthy challenges that SCC should keep under careful observation. The Project Manager stated that it was important to recognise that bringing partner organisations together could be challenging. Training around culture at the beginning of the project and understanding lines of accountability and risk management was also key, particularly for staff from partner organisations who did not have prior experience of residential work. A culture of trust and honesty from the start has a large impact on the quality of care for service users.
11. A Member asked, if Rochdale BC was to introduce the model again, whether anything would be done differently. The Project Manager explained that the capital spend on building the hub in Rochester had been underestimated and thus it was important to acknowledge that additional finance may be required. Despite this, savings had already been made at Rochdale BC. Work with NWD staff on culture, expectations, and the role of specialists was also key. Rochdale BC had five days of training planned before COVID-19, which was subsequently delivered virtually but needed to be delivered in person; intense face-to-face team working is important at the beginning.
12. A Member asked to what extent with out-of-county placements had been a problem and how the NWD had improved this issue. The Project Manager stated that there had been a

reduction of 45 external placements from 2019-2020, including residential, fostering and semi-independent provision as NWD became operational. This had reduced by eight in the previous year, resulting in estimated savings of £3m.

13. The Project Manager highlighted some outcomes since 1 April 2020: three young people who entered into care quickly moved into fostering placements supported by a life coach and were doing very well despite their record of placement breakdowns; a high risk service user who had been placed in a Tier 4 hospital bed was given wrap around support from a life coach who negotiated and worked closely with the community team, enabling them to support the service user, who eventually returned to her family home with short breaks offered when needed. Overall and given the COVID-19 pandemic and the challenges of lockdown, good achievements had been made

Meeting closed at 3:30 pm

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Annex 14

Written submission from Jamie-Leigh Clark, Assistant Manager, User Voice and Participation, dated 27 July 2020

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Benjamin Awkal

From: Jamie-Leigh Clark
Sent: 27 July 2020 14:00
To: Benjamin Awkal
Subject: CYP feedback

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Benjamin,

I hope you're well.

As promised, please see below feedback from our CYP groups which we can discuss in more detail when we meet next week.

Feedback from the Care Leavers Forum – 18-25 year olds.

No Wrong Door' consultation - one off agenda item

1. What are/were your needs and goals as a looked-after child or care leaver?
2. As a care leaver or looked-after child, what stopped you from having your needs met/achieving your goals?
3. If you were responsible for the services supporting young people who are at risk of entering care, are looked after or who have left care, what would you do differently?
4. What do you think of when you hear the name no 'No Wrong Door'?

Question 1:

- My needs where met by my local authority at the time because they "*found me a family that is very caring, I felt needed a caring family and this need was met*". (23)
- "*My goals and needs, where around personal support. I wasn't in the right place and needed help going independence. Surrey done everything they can with my housing we had to push but support has been good.*" (18)
- "*I wanted to go to Uni after college, but I thought of giving up due to lack of consistent support from social services. I am currently studying business studies and marketing. I feel that care leavers are disadvantaged in terms of future opportunity. I am in the process of starting a business and looking for support around, financing, mentoring has been difficult - don't know where to look.*" (E)
- "*I've still stayed put in the same home for past 11 years – I needed support from Virtual school in the past and they provided this*". (19) They were able to identify my dyslexia through thorough reports that explained the support then available.

Question 2:

- "*I would have appreciated support on mentoring, financial. I study business and marketing, advice and guidance on business models and how to set them up is very useful*" (E) – Team to look into opportunities to support/connect to industry expertise
- "*Social services in Scotland weren't good and misjudged a situation where I was lied to and torn from my family*" (23) – there were a lack of honesty from the Scottish local authorities
- "*In foster placement I got referred and walked out of sessions – intervention at the right time that is my pace*" (18) Social services need to adopt better practices so that they can provide support at the right time and in the right way.
- "*It took a very long time to gain my SEND report – the longer this takes the less support I was able to access*". For an important report (S.E.N.D) the process is too lengthy and often confusing. This is view is widespread

Question 3:

- "*I would change how closely you work with young people – together you should work closely to figure out what's wrong, in order to work on it together. I feel despite their efforts, as a SW/PA you can be there but not always way – work with us!*" (18) – (19) also felt the same as this young person
- "*I would get supportive towards my parents and get my mum help* – support for me that would have allowed me to support my mum. (23)
- "*For those involved in the care of all young people to be empathetic towards they young people*" (19)

Question 4:

Young people prefer these terms:

- "*It sounds quite misleading, overpromising and unrealistic* (18)
- "*I am not q big fun of the name, a bit misleading "I think it is making it sound like a negative situation*" (19)

Feedback from Care Council – 13+.

Question 1:

- "*Meet all of my needs, even just basic needs like food, water and shelter*". Care leaver, 18
- "*Keeping my basic needs and support as best as you can. E.g. A CYP with SEND will need additional support*". Care leaver, 19
- "*I never had any goals as I never thought I would be in this situation. Again, I would just like my basic needs met*". Care leaver, 18
- "*Referrals to CAMHS as soon as possible, we need to act sooner*. Care leaver
- All CYP agree that MH needs should be identified and addressed much sooner.

Question 2:

- "All of my needs have been met apart from a few miscellaneous". Care leaver, 18
- "I have been lucky, I have nothing to add" Care leaver, 19
- "Foster carers can hold you back. I had one FC who treated me like a child because she never had children and this held me back. She tried to keep me away from my birth family". Care leaver, 18

Question 3:

- "Unannounced visits are so important. They should always do this throughout care, including before and during care. Foster carers blitz the house before the SW arrives. Then the SW can see the reality". Care leaver, 18
- "I agree that they should have more unannounced visits too and more support for foster carers as they do not get as much support. Especially when the YP turns 18, the FC has no support after that". Care leaver, 19
- "More visits from social workers and further digging into making sure a FC is actually good as it could be an act". Care leaver, 18
- "More monitoring of parents, carers and the voice of the child to be most important". Care leaver, 18

Question 4:

Young people prefer these terms:

- "I think it should be something like 'Only One Door' or 'Only One Stop'. It's a bit like make up brushes. You have your make up brush pot, you take out the power brush and you have other brushes that all make you look nice. One brush does one thing, another brush does another, but all the brushes have the same goal. To make you look pretty / make your life better. Brushes last long and don't need replacing, just like workers should". Care leaver, 18
- "There are sometimes wrong doors, you could open a door, and something bad could happen" Care Leaver, 19
- "for me I'd say it's a new chapter not a new door as you are starting a new chapter as you don't need to go back to the past" Care leaver, 19
- The young people agreed that whatever the name is, it should have 'one' in as this seems to be the point of the new model.

Kind Regards

Jamie-Leigh Clark

Assistant Manager
User Voice & Participation
Quality Relationships
Surrey County Council

Working days Monday - Thursday (plus every other Friday)

Mobile: [REDACTED]

User Voice Line: [REDACTED]

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**STAY AT
HOME**



**PROTECT
THE NHS**



**save
lives**

Annex 15
Draft Big Survey 2020

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Big Survey 2020

1: Do you know the reasons why you came into care?

Option	Total	% 2020	% 2019
Yes	100	85.47%	86.7%
No	5	4.27%	5.7%
Not Sure	12	10.26%	7.6%
Not Answered	0	0%	0%

No remarkable change was detected from proportions observed in 2019. Children are widely aware of the reasons why they came into care, but a sizeable group are unsure or declare to not know why they came into care (14.5%).

2: Have you ever moved home/placement?

Option	Total	% 2020	% 2019
Yes	73	62.39%	60.8%
No	44	37.61%	38.6%
Not Answered	0	0%	0.6%

No remarkable change was detected from proportions observed in 2019. Three in five CYP has experienced a placement move, similarly to responses obtained from the previous year.

3: If you have moved home/placement, do you think your views about the move were listened to?

Option	Total	% 2020	% 2019
1 - Strongly Agree	20	17.09%	56.3%
2	16	13.68%	
3	54	46.15%	25.0%
4	8	6.84%	
5 - Strongly Disagree	19	16.24%	15.6%
Not Answered	0	0%	3.1%

Fewer CYP compared to last year believe that their views were listened to during placement moves; while results are not entirely comparable due to the change in response structure, 56.3% agreed that their views were listened to in 2019, compared to 30.8% in 2020. The change in answer structure also brought to the surface that nearly half of respondents are neutral about this question, while 25.0% responded "don't know" in 2019. The new question structure allows respondents greater granularity in expressing their views, which has allowed uncertainty to emerge more clearly.

Surrey County Council

Of the children who disagreed/strongly disagreed that their views about placement had been listened to, some reported having no say in the matter, generically or due to their age (e.g. "nobody listens to me", "wasn't given a choice", "when your younger you don't get a choice"). Others report having expressed specific concerns that went unheard:

- "the more I got moved the further it was away I wold always say to my social worker to keep me near to my family and school but I would always end up getting moved out of surrey to different schools away from my family"
- "My social worker thought that I was making it up and didn't listen to why I wanted to move ended up in hospital"
- "Every time I went to a place I had a lot of restrictions because they kept saying CSE. I understand I was being looked out for but I was never listened to when I tried to get my point across which then lead me to having to come back a certain time and getting reported missing and police carrying my pictures around and going to places even where my freinds worked and was really embarrassing"
- "I had to remove my self to be listened to"

Of the children who were neutral about the statement, some still report dissatisfaction because their voice was not fully listened to (e.g. "I was not taken seriously", "nobody listened to how the move would affect my mental health"). CYP who agreed/strongly agreed with the statement report having been allowed to try whether arrangements worked, having a generally positive experience in their placement, or simply acknowledging that their views are listened to even though the outcome is not always positive:

- "I was allowed to spend 1 week with my new carers to see if I liked them"
- "they did listen to me because if I was upset about it they would listen to what I had to say and helped me to understand that it was for the best"
- "They usually take my views into consideration but sometimes they make the wrong choices which affects me badly"
- "yes because the person I'm with is kind, helpful, respectful and just a pleasure to be with"
- "I quite like foster care"

4: If you have been placed out of the county (outside of Surrey) what impact do you think this has had?

Children and young people had a range of responses to this question. Commonly, a move away from Surrey meant a negative impact on the young person's ability to have **contact with family and friends** and maintain relations from their **previous community** (e.g. "a really big impact since I never really saw my family since I was so far away and it really messed with my mental health made me feel down and secluded all the time", "All dentist and other appointment are near to where I used to live. Had to give up clubs and sea cadets"). The move also impacted negatively on **schooling**, either as missed days or a long commute (e.g. "I couldn't keep in contact with family or friends and i had to move schools but I also missed a load of school", "couldn't see my friends and had to travel 2 hours a day just to get to school"). In one case, a child reported that this impacted on their **safety** ("I got places in XXX which lead me to coming over an hour and a half to YYY which then I stayed he whole night and getting reported missing").

In terms of positive outcomes, some young people enjoyed **more opportunities to be outdoors** or an **area they enjoyed more** ("Clearer lungs", "it was outdoors and a lot to do", "much nicer school and area and friends"), an **increased sense of safety** ("It gave me a fresh start as I have had problems living in Surrey", "It was to keep me safe from harm and keep me in a safe environment where no one from XXX could find me. Essentially, its kept me safe and helped me evolve into the person I am today").

In one case, the move was due to the child **moving in with extended family** ("I liked being out of Surrey as I was with Nan and grandad").

5: Are you happy in your home/placement?

Option	Total	% 2020	% 2019
Very Happy	75	64.10%	57.6%
Happy	28	23.93%	35.4%
Unhappy	5	4.27%	0.0%
Very Unhappy	4	3.42%	1.9%
Don't Know	5	4.27%	5.1%
Not Answered	0	0%	0%

A remarkable difference can be observed in the proportion of CYP who reported being "happy" in their placement, down 11.47% from last year. The change in proportions in this category went partly to feed the "unhappy" and "very happy" category, showing that young people in care have a more polarized view compared to last year on how happy they are in their placement.

Children who were unhappy/very unhappy in their placements who elaborated on their response (4 CYP) mentioned wanting to move back to their hometown, not fitting in (because of different food habits, lack of communication with foster carers, comparisons with birth children of the foster carers), restrictions and distance from friends.

49 CYP who were happy/very happy in their placements elaborated on this response. 26 mentioned satisfaction with their foster family / placement as the main reason for being happy. A feeling of increased safety and peace, especially as compared to previous circumstances, was reported 9 times. 3 CYP reported having fun, another 4 said they have built friendships or good relationships with staff. 2 mentioned liking their location or having had opportunities to reconnect with family; a sense of gratitude for having a place to live in spite of its limitations was expressed twice. 1 CYP mentioned school achievement.

6: Do you think you receive enough money to cover the below?

The below questions were rephrased from 2019, when they revolved around the money young adults were *entitled to*, rather than money *being sufficient to cover their needs*. On this basis, the questions are not truly comparable. However, it is still important to observe and reflect on changes.

For School

Option	Total	% 2020	% 2019
Yes	71	60.68%	69.6%
No	8	6.84%	7.6%
Don't Know	38	32.48%	18.4%
Not Answered	0	0%	4.4%

All respondents answered this question – this was not the case in 2019. The “don’t know” category shows the greatest increase, showing that while CYP answered the question, about a third of them is unsure as to whether they get sufficient money for school. A moderate decrease can also be observed in the “Yes” category, but the change in the phrasing of the question prevents a real comparison with 2019.

For Housing

Option	Total	% 2020	% 2019
Yes	57	48.72%	64.6%
No	9	7.69%	5.7%
Don't Know	51	43.59%	25.9%
Not Answered	0	0%	3.8%

All respondents answered this question – this was not the case in 2019. The “don’t know” category shows the greatest increase, showing that while CYP answered the question, nearly half of them is unsure as to whether they get sufficient money for housing. A remarkable decrease can also be observed in the “Yes” category, but the change in the phrasing of the question prevents a real comparison with 2019.

For Travel

Option	Total	% 2020	% 2019
Yes	72	61.54%	65.8%
No	11	9.40%	10.1%
Don't Know	34	29.06%	20.3%
Not Answered	0	0%	3.8%

All respondents answered this question – this was not the case in 2019. The “don’t know” category is the only one showing a remarkable difference in proportions, showing that while CYP answered the question, nearly one in three is unsure as to whether they get sufficient money for travel.

For Food

Option	Total	% 2020	% 2019
Yes	75	64.10%	76.6%
No	7	5.98%	4.4%
Don't Know	35	29.91%	16.5%
Not Answered	0	0%	2.5%

All respondents answered this question – this was not the case in 2019. The “don’t know” category shows the greatest increase, showing that while CYP answered the question, nearly one in three is unsure as to whether they get sufficient money for housing. A remarkable decrease can also be observed in the “Yes” category, but the change in the phrasing of the question prevents a real comparison with 2019.

7: Do you see your family as often as you would like to?

Option	Total	% 2020	% 2019
Yes	41	35.04%	43.0%
I would like to see my family less	5	4.27%	1.3%
I would like to see my family more	50	42.74%	44.3%
Not sure	21	17.95%	8.2%
Not Answered	0	0%	3.2%

The “don’t know” category shows a remarkable increase, pointing to a greater level of uncertainty from CYP about whether they see their family as often as often as they would like. A remarkable decrease can also be observed in the “Yes” category, pointing to fewer CYP seeing their family according to their wants and needs than in 2019.

8: Do you get to take part in the following activities?

Social activities

Option	Total	% 2020	% 2019
Yes	100	85.47%	88.6%
No	17	14.53%	10.8%
Not Answered	0	0%	0.6%

No remarkable change was observed in any category, reflecting largely the results from 2019.

Holidays

Option	Total	% 2020	% 2019
Yes	94	80.34%	84.2%
No	23	19.66%	15.2%
Not Answered	0	0%	0.6%

No remarkable change was observed in any category, reflecting largely the results from 2019.

Clubs

Option	Total	% 2020	% 2019
Yes	84	71.79%	80.4%
No	33	28.21%	19.0%
Not Answered	0	0%	0.6%

A smaller proportion of respondents feel they take part in clubs than in 2019.

See friends

Option	Total	% 2020	% 2019
Yes	101	86.32%	91.8%
No	16	13.68%	7.6%
Not Answered	0	0%	0.6%

No remarkable change was observed in any category, reflecting largely the results from 2019.

9: How often do you see your social worker?

Option	Total	% 2020	% 2019
Once a month	23	19.66%	22.8%
Every six weeks	60	51.28%	46.8%
Once every 2 months	17	14.53%	13.3%
Once every 3 months or less often	17	14.53%	10.8%
Not Answered	0	0%	6.3%

No remarkable change was observed in any category, reflecting largely the results from 2019. 70.9% of CYP who responded to the survey see their social worker every six weeks or more often; however, this still means that 29.1% of respondents see their social worker once every 2 months or less.

10: Do you see your social worker as much as you would like to?

Option	Total	% 2020	% 2019
1 - Strongly Agree	48	41.03%	68.4%
2	23	19.66%	
3	26	22.22%	10.1%
4	5	4.27%	19.0%
5 - Strongly Disagree	15	12.82%	
Not Answered	0	0%	2.5%

A notable change in proportions from last year can be observed in the CYP who agree/strongly agree that they see their social worker as much as they would like. The change in the question structure prevents a full statistical comparison; nevertheless, in 2020 over a respondent in 5 is neutral about this question, and the increase in this category is largely driven by a decrease in the proportion of respondents who agree/strongly agree with the statement. It is possible that the change in proportions might be driven by the difference question structure, which provides greater opportunities for granularity in response.

Strongly agree – 3 CYP reported seeing their SW more than once a month and/or a comfortable amount, without feeling pressured. 1 CYP reported it is easy to get in contact with their PA. 1 CYP added that “it’s really nice to talk to who is on my side and there to help”. 2 CYP mentioned issues with SWs leaving/changing too often, sometimes without taking leave from the young person.

Agree – 2 CYP reported wanting a little more time with their SW has they are hard to get in contact with or they are not often in touch.

Neutral – 3 CYP said they don’t have a SW or don’t want one; 2 CYP reported wanting more contact time, and for it to be in person; 1 CYP reported that their SW don’t “really see me or talk to me she ignores me sometimes when I need her but when I don’t she is here to much”; 1 CYP reported the lockdown as the cause for less contact than desired; 1 reported seeing their worker too much, and 1 CYP reported not seeing them “that much”.

Disagree – only 1 CYP from this group offered further insight: “i have a lot to say and things happen every day so some times i would like to talk to her more often”

Strongly disagree – 3 CYP who strongly disagreed mentioned issues with continuity (“I don’t have one left without warning promised to pay for 10 driving lessons”, “I have had four social workers in 15 months and I am without social worker yet again.”, “my social worker has changed a load of

times and I feel like I don't see my social worker as often". 2 CYP mentioned not being able to find a good balance with their SW ("I feel like I see her either too much or too little") or wanting to see them more.

11: How would you describe making contact with your social worker?

Option	Total	% 2020	% 2019
Easy	58	49.57%	53.2%
Difficult	15	12.82%	21.5%
Ok	28	23.93%	
Don't know	10	8.55%	22.1%
Other	6	5.13%	
Not Answered	0	0%	3.2%

A notable change in proportions from last year can be observed in the CYP who describe contact with their social worker as "difficult". While the change in this category can be considered positive, the new "OK" category introduced in the 2020 survey has attracted nearly a quarter of responses, while no remarkable change can be detected in the "easy" category. On this basis, it might be concluded that the new question structure enabled CYP to express neutral feelings about the ease with which they can make contact with their social worker that the previous survey did not enable. Less uncertainty ("don't know" category) can be observed in terms of responses to this question, perhaps also as a result of the new available categories CYP can choose from.

Difficult – 3CYP from this group offered further insight – one of them specified this was "because I don't have a mobile phone, however, I can speak to my carer who will contact her for me". The other 2 CYP mentioned their social workers did not "always reply back to my texts. Sometime when I text it feels if it is ages before he contacts me back". One told that their SW's unavailability meant they were "left without money for weeks, including travel money for college". 2 CYP mentioned turnover of staff as an issue.

Easy – 3 CYP said their foster parents/ key worker contact their social worker on their behalf. 1 mentioned that their SW picks them up from school.

OK – 3 CYP elaborated on their choice through the following statements: "sometimes it's hard to get through and they often don't understand", "sometimes she's active sometimes she's not", "they have all been part time so not really"

Other – 2 CYP said they never needed to make contact with their SW, 1 CYP stated they don't have a SIM card, 1 CYP said they don't like talking to their SW, and 1 CYP gave a full and articulated response to this question: "It all depends on how I am feeling on the day of seeing my social worker as if I am having a good day then it is alright and I wont have a problem talking to her, but if I am having a bad day I may not want to talk as much. But considering I am a happy person normally it does not happen all the time but when I am having a bad day and have to see my social worker my social worker knows exactly how to help me to calm me down if needed. Although, sometimes, it does take a while to get answers from my social worker due to miss communication of things sometimes which me and my social worker are currently working on improving on so that it makes the visit more better".

12: My ideal Social Worker would be:

Below is a word cloud of the words most often used by CYP to describe their ideal social worker:



13: Your Child Looked After Review is a meeting with your carer, social worker, independent reviewing officer and other people in your life. Did you feel listened to?

Option	Total	% 2020	% 2019
1 - Strong Agree	53	45.30%	78.5%
2	22	18.80%	
3	21	17.95%	12.0%
4	6	5.13%	8.2%
5 - Strongly Disagree	15	12.82%	
Not Answered	0	0%	1.3%

A remarkable change in proportions can be observed across multiple categories in this set of answers. The new structure of the question enables greater granularity for expressing views on the process of the Child Looked After Review and whether respondents felt listened to. If mapped on 2019 results (albeit from different categories), there is an observable decrease in the proportion of respondents who agree/strongly agree that they felt listened to (-14.4% on previous year), which is mirrored an increase at the opposite end of the spectrum of responses (+9.8% of disagree/strongly disagree). In order to filter responses to only take account of those CYP who *have attended* their review meeting, a question should be included before question 13 to ask CYP have they attended their review. This would enable higher quality analysis, filtering out those respondents who might have selected a neutral option as they did not attend their review.

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Strongly Agree – CYP who strongly agreed with this statement reported people in their review listening to them and being interested in their views (9 CYP), getting them help and support based on what they have heard (4 CYP), being nice to them (2CYP) and feeling good about their meetings. 1 CYP specified they would like their school to listen, too.

Agree – CYP who agreed with the statement said they feel listened to most of the time (1 CYP) or at least sometimes (2 CYP). 1 CYP said “usually I don't like talking unless its something serious”.

Neutral – 4 CYP haven't had their review yet or don't go to their review. One of them added they would like to go. 3 CYP pointed out that they feel they need to repeat themselves several times, or are not taken seriously and they feel invisible. 3 CYP had specific issues to remark on, i.e. “It was a bit difficult as there was a lot that couldn't be answered, and as my social worker at the time wasn't present”, “My parents took over at times which made me feel a bit upset and something bad my mother said at the end”, “sometimes but sometimes they will listen and let me talk but I have nothing to say”.

Disagree – 3 CYP provided further detail. One said “assume what I need not what I would like”, another commented that “i'm not in a care home, but we do have safeguarding meetings”.

Another pointed to the need for the foster mother to advocate on their behalf so they would be listened to: “I feel as though during my first few LAC Reviews I was not able to express my thoughts and feelings. I was quite shy to begin with and all the professionals would talk about me and what is best for me whilst I was in the room, not asking me on my views. My foster mum had to often advocate for me during meetings as I was not being listened to by professionals.”

No respondents who strongly disagreed with the statement provided further detail.

14: Do you know who or what the Virtual School is and how they can support you in school?

Option	Total	Percent
Yes	60	51.28%
No	57	48.72%
Not Answered	0	0%

This question was not presented in the 2019 questionnaire, and therefore no comparison can be drawn. CYP who responded to the questionnaire are equally distributed across the “yes” and “no” categories.

15: Has your PEP (personal education plan) helped your education?

Option	Total	Percent
1 - Strongly Agree	44	37.61%
2	23	19.66%

3	23	19.66%
4	12	10.26%
5 - Strongly Disagree	15	12.82%
Not Answered	0	0%

This question was not presented in the 2019 questionnaire, so no comparison on previous years can be drawn. Similarly to question 13, this question in the future should be preceded by a question asking respondents to confirm *if they have a PEP*. LAC who responded to the questionnaire were positive about the influence of their PEP on their education in 57.3% of cases; equally, one in five respondents feel neutral about it, and nearly one in four disagree or strongly disagree about the positive impact of their PEP.

16: Do you know who to speak to or where to go about your interests in careers and jobs?

Option	Total	Percent
Yes	70	59.83%
No	13	11.11%
Not Sure	34	29.06%
Not Answered	0	0%

This question was not presented in the 2019 questionnaire, so no comparison on previous years can be drawn. Nearly 60% of respondents know where to go about interests in careers and jobs. Notably, nearly a third of respondents is not sure, and one in ten does not know where they can speak to about this topic.

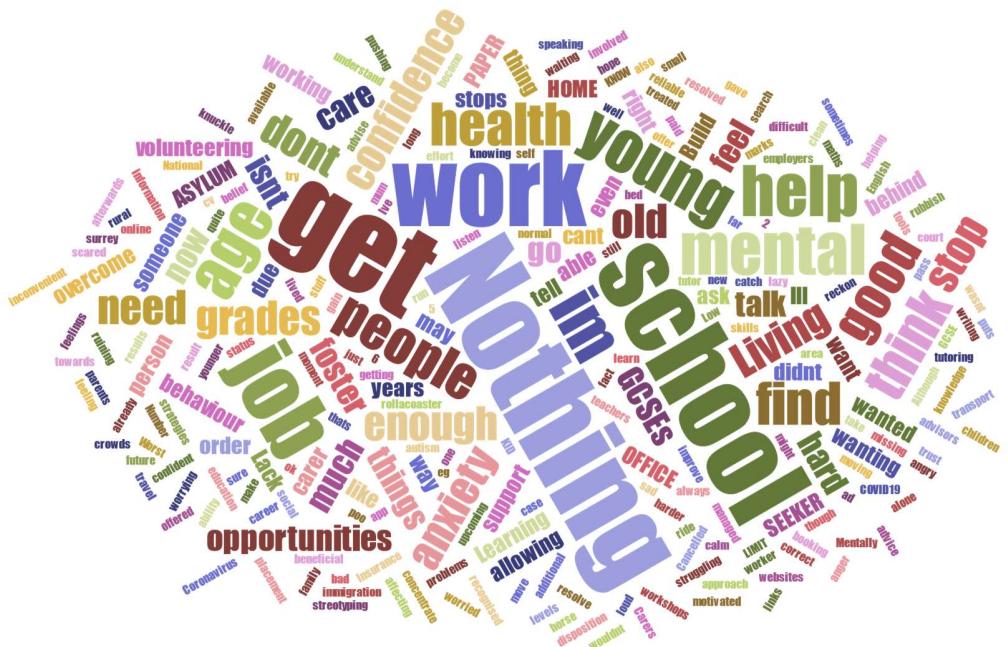
17: Do you feel like you have enough information on career and education opportunities?

Option	Total	Percent
1 - Strongly Agree	32	27.35%
2	21	17.95%
3	41	35.04%
4	10	8.55%
5 - Strongly Disagree	13	11.11%
Not Answered	0	0%

This question was not presented in the 2019 questionnaire, so no comparison on previous years can be drawn. Importantly, less than half the respondents feel they have enough information on career and education opportunities, pointing to an area where marked improvement is required.

Just over one in three respondents was neutral about this statement, and nearly one in five disagreed/strongly disagreed with it.

18: What may stop you from being able to find work or volunteering opportunities? What could you do about this?



A large proportion of CYP in care feel there's nothing to stop them finding work or volunteering opportunities. Of those who can identify obstacles, their grades/school attendance is a concern for some. Issues with anxiety and mental health, as well as confidence and behaviour, also rank relatively high in the hierarchy of concerns. Age is also an issue for some respondents, as some of them think they are too young to volunteer or work. Support is identified in their carers, social workers and career advisors.

A few notable quotes are below:

"I feel as though employers don't understand the mental rollercoaster of living in care. Although I do want to be treated as a normal person I feel like they could offer additional support. Living in care isn't recognised in the way that it should be."

“The things that may stop me from being able to find work is the fact that I am struggling at school at the moment due to missing so much education when I was younger and lived with my mum. But as a result of this I now have tutoring to help me catch up and improve my grades in order to help me pass my upcoming GCSEs so that for the long run I can get a job.”

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Lack of support available, or not knowing to talk to about it. If that's the case ask your social worker.

"Lack of knowledge on skills such as cv writing, workshops or online tools on surrey websites or an app would be beneficial as well as speaking to career advisors."

"Living in a rural area where there is nothing, would have to travel quite far to get there and transport links are rubbish. The foster carer has said they wouldn't take me, [...] it's inconvenient."

19: Would you like to have any support to help you achieve your goals? If so, what would this be?

There were 117 responses to this part of the question.

20: Do you know who to contact to if you are worried or need more information about your health?

Option	Total	% 2020	% 2019
Yes	96	82.05%	87.3%
No	5	4.27%	3.2%
Not Sure	16	13.68%	7.6%
Not Answered	0	0%	1.9%

LAC largely know who to contact if they are worried or need more information about their health; notably, a slightly larger proportion of LAC was unsure about this question than in 2019.

21: Do you feel able to trust Doctors, Nurses and other health professionals who provide your health services?

Option	Total	Percent
Yes	104	88.89%
No	13	11.11%
Not Answered	0	0%

This question was not presented in the 2019 questionnaire, so no comparison on previous years can be drawn. Nearly nine in ten LAC feel able to trust health professionals.

If you selected no, please could you provide suggestions on how this could be better?

22: Have you experienced bullying in any way in the last year?

Option	Total	% 2020	% 2019
No	61	52.14%	60.8%
Yes, in School	30	25.64%	26.6%
Yes, outside school	6	5.13%	3.2%
Yes, at my foster home	4	3.42%	3.8%
Yes, online	7	5.98%	0.5%
Not Sure	9	7.69%	3.8%
Not Answered	0	0%	1.3%

A remarkable difference can be noted in the answers to this question in the proportion of LAC who report not having experienced bullying in the last year from 2019. This corresponds to a notable increase in the “Yes, online” category, and a smaller increase in the number of LAC who are not sure about the question.

23: Do you know what you can do about bullying?

Option	Total	% 2020	% 2019
Yes	95	81.20%	88.6%
No	6	5.13%	5.1%
Not Sure	16	13.68%	1.9%
Not Answered	0	0%	4.4%

A similar result to question 22 can be observed in this question, with a much larger proportion of LAC being unsure about whether they know what they can do about bullying than in 2019. This change is fed by a reduction in the proportion of LAC who did not answer the question, but also by a reduction in the proportion of LAC who are positive they know what they can do about bullying.

24: Have you ever felt like is putting pressure on you to text, chat or act in a way that makes you uncomfortable?

Option	Total	% 2020	% 2019
1 - Strongly Agree	11	9.40%	12.7%
2	9	7.69%	
3	17	14.53%	7.6%
4	14	11.97%	74.7%
5 - Strongly Disagree	65	55.56%	

Not Answered	1	0.85%	5.0%
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The 2020 survey reports a remarkable decrease in the proportion of LAC who disagree/strongly disagree that they ever felt like was putting pressure on them to text, chat or act in a way that made them feel uncomfortable. Nearly one in five LAC report having felt pressured to text, chat or act in a way that made them feel uncomfortable. There is also a remarkable increase in the proportion of LAC who are neutral about this question, mostly fed by a reduction in the proportion of LAC who did not answer the question.

25: Do you know what to do if 's behaviour makes you uncomfortable or feel threatened?

Option	Total	% 2020	% 2019
Yes	98	83.76%	85.4%
No	9	7.69%	8.9%
Not sure	10	8.55%	3.8%
Not Answered	0	0%	1.9%

No remarkable change can be observed for this question from the previous year.

26: Do you know who to contact if you have a problem with?

School/Colleges

Option	Total	% 2020	% 2019
Yes	104	88.89%	91.8%
No	13	11.11%	7.0%
Not Answered	0	0%	1.2%

No remarkable change can be observed for this question from the previous year.

Health

Option	Total	% 2020	% 2019
Yes	104	88.89%	89.2%
No	13	11.11%	8.9%
Not Answered	0	0%	1.9%

No remarkable change can be observed for this question from the previous year.

Money/Finance

Option	Total	% 2020	% 2019
Yes	88	75.21%	75.3%
No	29	24.79%	23.4%
Not Answered	0	0%	1.3%

No remarkable change can be observed for this question from the previous year.

Feeling Safe

Option	Total	% 2020	% 2019
Yes	104	88.89%	91.8%
No	13	11.11%	6.9%
Not Answered	0	0%	1.3%

No remarkable change can be observed for this question from the previous year.

27: Do you know how to complain about the services you receive or a worker?

Option	Total	% 2020	% 2019
Yes	67	57.26%	71.5%
No	21	17.95%	12.7%
Not Sure	29	24.79%	13.3%
Not Answered	0	0%	2.5%

In 2020, a smaller proportion of LAC reported that they would know how to complain about the services they receive or a worker. This change in proportion is reflected in the “not sure” category, selected by one in four respondents. No remarkable change in the “no” category points to LAC reporting less confidence than last year in their knowledge around complaints.

28: Would you feel able to complain about the services you receive or a worker, if you needed to?

Option	Total	% 2020	% 2019
1 - Strongly Agree	49	41.88%	73.4%
2	21	17.95%	

3	30	25.64%	14.6%
4	7	5.98%	8.2%
5 - Strongly Disagree	10	8.55%	
Not Answered	0	0%	3.8%

In 2020, a smaller proportion of LAC reported that they would feel able to complain about the services they receive or a worker if they needed to. This change in proportion is reflected in the “not sure” category, selected by one in four respondents. The change in the response categories offered to respondents prevents a full comparison of responses, but the change does point to a lesser level of confidence that LAC would feel able to complain about the services received, even if they needed to, compared to 2019.

If you selected above 3, please tell us more

29: Have you heard of Finding your feet?

Option	Total	% 2020	% 2019
Yes	19	16.24%	19.0%
No	80	68.38%	67.7%
Not Sure	18	15.38%	11.4%
Not Answered	0	0%	1.9%

No remarkable change can be observed for this question from the previous year.

30: Do you know about the Councillor's Bursary Scheme?

Option	Total	% 2020	% 2019
Yes	10	8.55%	26.6%
No	82	70.09%	61.4%
Not Sure	25	21.37%	9.5%
Not Answered	0	0%	2.5%

A remarkable change in proportions can be observed across all categories compared to last year, with less than one in ten LAC reporting they knew about the Councillor's Bursary Scheme. The 2019 question did not include the word “Councillor”; this might be a factor influencing proportions, and given the difference in the questions a full comparison is not possible. It would however be important to investigate how the bursary scheme is promoted to LAC, and whether informative material on the bursary includes the word “councillor” or not.

If yes, what difference did it make to your life (if any)?

31: Would you like the Care Council Magazine sent to you electronically?

Would you like the Care Council Magazine sent to you electronically?

Option	Total	Percent
Yes	33	28.21%
No	68	58.12%
Not Sure	16	13.68%
Not Answered	0	0%

This question was not included in the 2019 survey, and no comparison can be drawn. Over one LAC in two would not like the Care Council Magazine sent to them electronically.

If yes, please tell us the best way to send this to you

Option	Total	Percent
Email (confirm email address to use in text box below)	18	54.5%
Via worker / carer (confirm email address to use in text box below)	6	18.2%
Website	2	6.1%
Other (please state alternative in text box below)	7	21.2%

The majority of LAC who would like the Care Council Magazine to be sent to them electronically would like to receive it through their email address.

32: Do you feel that Surrey Police listens to young people and meets their needs?

Option	Total	% 2020	% 2019
1 - Strongly Agree	35	29.91%	32.3%
2	16	13.68%	
3	42	35.90%	53.2%
4	14	11.97%	11.4%
5 - Strongly Disagree	10	8.55%	
Not Answered	0	0%	3.2%

A remarkable change in proportions can be observed at both ends of the spectrum for this question; more LAC than in 2019 feel that Surrey Police listen to young people and meet their needs, but also more LAC than in 2019 disagree/strongly disagree with this statement. The

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change in proportion is driven largely by a decrease in the neutral/don't know category, pointing to LAC having a more fully formed view around Surrey Police than they did in 2019.

If you selected above 3, please tell us how they could do this better?

33: Would you contact the police if you needed to?

Option	Total	% 2020	% 2019
Yes	87	74.36%	82.3%
No	10	8.55%	8.2%
Not Sure	20	17.09%	7.0%
Not Answered	0	0%	2.5%

A remarkable decrease in the proportion of LAC who would contact the police if they needed to is noticeable in the 2020 survey. A corresponding increase in the "not sure" category can also be observed. No change in the "no" category points to attitudes having potentially somewhat shifted from positive to unsure on this question.

34: If you ever felt you had no option but to run away, what do you think the police could do to help keep you safe?

35: Have you seen any Surrey Police social media videos or posts?

Option	Total	Percent
Yes seen the Targeted. Tested. Trapped. #SeeTheBiggerPicture'.	9	7.69%
Yes but not the one mentioned	16	13.68%
No	61	52.14%
I don't use social media / not applicable to me	23	19.66%
Other	8	6.84%
Not Answered	0	0%

This question was not included in the 2019 survey, so no comparison can be drawn. Nearly three out of four LAC who responded to the survey either do not use social media or have not seen Surrey Police social media videos or posts.

If you selected other, please tell us more

36: Please give us any suggestions you have on how the care system could improve.

Please give us any suggestions you have on how the care system could improve

1: Do you live in Surrey?

Option	Total	% 2020	% 2019
Yes	79	67.52%	59.5%
No	30	25.64%	38.6%
Not Sure	8	6.84%	1.9%
Not Answered	0	0%	0%

A greater proportion of LAC have declared they live in Surrey compared to 2019; the change is reflected in a corresponding decrease in the “no” category, but also in a small increase in the “not sure” category. This points to a higher proportion of LAC potentially living in Surrey compared to 2019, but also to slightly greater uncertainty about their location.

If not sure, please tell us your nearest town

If you answered yes, please tell us what area of Surrey do you live in?

Option	Total	Percent
Woking	15	12.82%
Guildford	21	17.95%
Waverley	3	2.56%
Surrey Heath	0	0%
Runnymede	2	1.71%
Spelthorne	7	5.98%
Elmbridge	6	5.13%
Epsom and Ewell	4	3.42%
Reigate and Banstead	15	12.82%
Tandridge	2	1.71%
Not Answered	42	35.90%

2: Are you ?

Option	Total	% 2020	% 2019
Male	48	41.03%	55.1%
Female	62	52.99%	44.3%
Other	3	2.56%	
Prefer Not to Say	4	3.42%	0.6%

Not Answered	0	0%	
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The change in the demographic group of respondents means that the cohort of respondents is now less representative of the Surrey LAC population compared to 2019.

3: Which age groups do you belong to?

Option	Total	% 2020
8 - 12	48	41.03%
13 - 15	32	27.35%
16 - 18	37	31.62%
Not Answered	0	0%

Age categories were defined differently in the 2019 survey, and therefore no comparison can be drawn. Age groups are also defined differently in the current LAC population data, meaning it is not possible to fully determine whether the respondent profile is representative of the population. In the future, greater alignment between the question and the way data about the LAC population is recorded will enable this comparison to be made. Largely, the respondent profile by age seems to approximately reflect that of the overall LAC population.

4: Do you consider yourself to have a disability or additional needs (such as ADHD, OCD, Mental Health etc)?

Option	Total	% 2020
Yes	37	31.62%
No	58	49.57%
Prefer not to say	22	18.80%
Not Answered	0	0%

The question was asked differently in 2019, i.e. did not include a reference to additional needs. On this basis, results are not comparable. Data on the LAC population for this question is also currently unavailable for comparison.

5: Please specify your ethnicity (Origin).

White

Option	Total	% 2020	% 2019
British	88	73.3%	71.5%
White and Black Caribbean	1	0.8%	3.2%

White and Black African	5	4.2%	4.4%
White and Asian	2	1.7%	1.9%
Pakistani	2	1.7%	0.6%
Caribbean	1	0.8%	
African	5	4.2%	5.7%
Other	1	0.8%	
White - Other	2	1.7%	
Mixed – Other	7	5.8%	
Asian - Other	4	3.3%	0.6%
Black - Other	2	1.7%	
Not answered	0	0.0%	7.0%

No remarkable change has occurred in the ethnic composition of the respondent cohort. It is currently not possible to determine whether the composition of the cohort matches that of the overall LAC population, as data is not readily available. Notable changes are in the emergence of the “mixed-other” category that had no respondents in 2019, and in the “not answered” category, which was not selected by any respondent.

If you have selected other to any of the above options, please specify

Annex 16

Minutes of an oral evidence session with User Voice and Participation officers on 7 August 2020

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Select Committee Task and Finish Group Scoping Document

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Scrutiny Officer complete the scoping template.
3. The Select Committee agrees membership of the task and finish group.

Review Topic: The introduction of the No Wrong Door model
Select Committee(s) Children, Families, Lifelong Learning and Culture
Relevant background Under the Children Act 1989, a child is 'looked after' if they are provided with accommodation for a continuous period of more than 24 hours or is subject to a Care Order or Placement Order. This can include disabled children in receipt of a series of 'respite care' placements. Children cease to be looked after when they return home, are adopted or made subject to a Special Guardianship, or reach 18 years of age. The council's key duty towards looked after children is to 'safeguard and promote' their welfare and to 'make such use of services available for children cared for by their own parents as appears to the Authority reasonable. Following Ofsted's 2018 judgement of Surrey's children's services as 'inadequate', the council, as part of a wider transformation programme, embarked on an improvement programme to transform children's services. The introduction of the No Wrong Door model was identified by the Commissioner for Surrey Children's Services as a critical element of the children's improvement programme. The Children, Families, Lifelong Learning and Culture Directorate intends to introduce a service delivery model based on the evidence-based No Wrong Door first developed by North Yorkshire County Council and has invited the Select Committee to form a task group to contribute to the development of that model. The Directorate aims to begin running the model in shadow form from January 2021 and formally implement the model by May 2021. Under the No Wrong Door, young people who are in or at the edge of care are supported by a single team of trusted and skilled workers which stays with the service user. This approach aims to reduce referrals and the associated issues and for young people to be supported by a dedicated, highly trained team. Services are delivered from hubs. Independent evaluation by Loughborough University, two years after the No Wrong Door was implemented in North Yorkshire, found that the model was effective at improving outcomes for service users and generating efficiencies across the services they use, particularly by preventing service users from entering care.

Why this is a scrutiny item

- 1) The improvement of children's services is a strategic objective for the council.
- 2) The proposals concern a substantial transformation of key children's services and the way in which partner organisations support service users.
- 3) Children's services' users are an inherently vulnerable group which may be significantly affected by changes in practice.

What question is the task group aiming to answer?

- 1) What are the needs and aspirations of children in and at the edge of care in Surrey?
- 2) Should the No Wrong Door model be adopted in Surrey in principle?
- 3) How should the local model be developed and implemented?
- 4) How will the success of the No Wrong Door model be measured?

Aims

- To map relevant services and the needs and views of service users and stakeholders.
- To assess the suitability of the No Wrong Door model and make recommendations regarding how the local model is to be developed, implemented and evaluated.
- To contribute to the development of a model which generates better outcomes for service users and, consequently, Surrey.

Objectives

- 1) To map the relevant services provided by the Children, Families, Lifelong Learning and Culture Directorate and partners.
- 2) To identify stakeholders and capture and amplify their views at an early stage of the model's development, particularly the views of looked-after children and care leavers.
- 3) To assess the suitability of the No Wrong Door model both in principle and with regard to the Surrey context.
- 4) To make recommendations on the development and implementation of the new model.
- 5) To establish how the success of the No Wrong Door model will be measured.

Scope (within / out of)

In scope:

- the current policies and practice of Surrey County Council and other organisations through which the council discharges its relevant functions or which support relevant service users;
- the No Wrong Door model;
- Surrey County Council's proposals and plans for development and implementation of the No Wrong Door model in the county; and
- the needs and views of stakeholders, particularly service users.

Out of scope:

- the detailed consideration of the services that support relevant service users (as opposed to the model under which they are delivered);
- the detailed consideration of placements and post-care accommodation; and
- the detailed analysis of the quality of frontline practice.

Outcomes for Surrey / Benefits

The work of this task group will contribute to the transformation of the model under which key children's services are delivered which will better support vulnerable young people, improving outcomes and creating efficiencies. This:

- i) supports the council's strategic priorities of supporting independence, increasing partnership working and supporting the local economy;
- ii) embodies the strategic principles guiding the council's work: focusing on ensuring no one is left behind; taking a fresh approach to working in partnership; supporting people to help themselves and each other; and involving and engaging residents earlier and more often in designing and delivering services, and responding to challenges;
- iii) satisfies the general duty in section 17 of the Children Act 1989 that local authorities shall safeguard and promote the welfare of children within their area who are in need; and, so far is consistent with that duty, to promote the upbringing of such children by their families; and
- iv) improve the performance indicators detailed in Annex 1 of this document.

Proposed work plan

It is important to clearly allocate who is responsible for the work, to ensure that Members and officers can plan the resources needed to support the task group.

Timescale	Task	Responsible
July 2020	Research, identification of witnesses and development of key lines of enquiry. Written evidence gathering, including public call for evidence.	Task Group and Scrutiny Officer
August 2020	Refinement of key lines of enquiry to reflect written evidence, before gathering oral evidence. Proposed oral evidence sessions: 1) Topic: the current service, demand and the proposed model. Witnesses: Cabinet Member for Children, Families and Lifelong Learning and Chairman of the Corporate Parenting board; Director of Corporate Parenting; Director of Family Resilience and Safeguarding; and Project Manager. Objectives: i) understand current services, demand and unmet need; and ii) understand the proposed model and how it is to be developed and implemented. 2) Topic: the needs and views of service users. Witnesses: User Voice and Participation and respondents to public call for evidence.	Task Group

	<p>Objectives:</p> <ul style="list-style-type: none"> i) understand the needs of LAC and care leavers and their experiences of care; and ii) learn how LAC and care leavers feel they could be/could have been better supported. <p>3) Topic: the views of key external partners</p> <p>Witnesses: Surrey Police, District and Borough Councils (in their capacity as housing authorities) and healthcare commissioners and providers.</p> <p>Objectives:</p> <ul style="list-style-type: none"> i) understand what works well currently and what could be improved; and ii) listen to views on the proposed model. <p>4) Topic: the No Wrong Door model and experiences of introducing it and service delivery thereunder.</p> <p>Witnesses: officers and Cabinet Members from LAs which have adopted or considered adopting the No Wrong Door model.</p> <p>Objectives:</p> <ul style="list-style-type: none"> i) understand the prerequisites to successful adoption of the model (e.g. consultation process and support from cabinet members, senior officers and partner organisations); ii) understand why local authorities which explored introducing No Wrong Door but decided against doing so chose not to adopt the model; and iii) understand the realities of service delivery under the model and the model's impact on service users. <p>NOTE:</p> <ul style="list-style-type: none"> • This schedule is intended to function as a guide and may be subject to change. • It is expected that oral evidence will be gathered remotely via Microsoft Teams. 	
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August – September 2020	Evidential analysis and draft report skeleton Draft report	Task Group Chairman and Scrutiny Officer
September 2020	Report to Cabinet and Select Committee by Friday, 11 th September	Chairman and Scrutiny Officer

Witnesses

- Cabinet Member for Children, Young People and Families and Chairman of the Corporate Parenting Board.
- Officers from the Children, Families, Lifelong Learning and Culture Directorate. In particular, the Executive Director, Director of Corporate Parenting, Director of Family Resilience and Safeguarding, and Project Manager.
- Cabinet Members and Officers from other LAs which have introduced or considered introducing the No Wrong Door model, particularly North Yorkshire County Council.
- Representatives of partner organisations which support service users, particularly Surrey Police, District and Borough Councils (in their capacity as housing authorities) and healthcare commissioners and service providers.
- Looked-after children and care leavers (primarily through User Voice and Participation).
- Wider stakeholders, including residents.

Useful Documents

- No Wrong Door: services for young adolescents in care in North Yorkshire, Local Government Association (2018) <https://www.local.gov.uk/no-wrong-door-services-young-adolescents-care-north-yorkshire>
- Evaluation of the No Wrong Door Innovation Programme, Department for Education (2017)
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625366/Evaluation_of_the_No_Wrong_Door_Innovation_Programme.pdf
- The No Wrong Door: Rethinking Care for Adolescents, North Yorkshire County Council (2014) <http://icha.org.uk/wp-content/uploads/2017/11/North-Yorkshire-No-Wrong-Door-model.pdf>

Potential barriers to success (Risks / Dependencies)

- Member and Officer availability.
- The Covid-19 pandemic preventing site visits and face-to-face meetings and its exigencies causing officer redeployment or limiting the capacity of external witnesses to give evidence.
- Limited stakeholder engagement, particularly vulnerable young people.

Equalities implications

There have not been any direct equalities implications identified for this work. However, the Task Group will proactively enquire as to potential equality implications during its enquiry.

Task Group Members	Cllr. Lesley Steeds Cllr. Kay Hammond (<i>ex officio</i>)
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	Cllr. Chris Botten Cllr. Barbara Thomson Cllr. Chris Townsend Cllr. Robert Evans Cllr. Liz Bowes
Co-opted Members	None
Spokesman for the Group	Cllr. Lesley Steeds
Scrutiny Officer/s	Benjamin Awkal

Annex 1: Associated Performance Indicators

Statutory Department for Education measures

- Rate of Looked after children per 10000 population.
- Numbers of admissions to care – (over 12 years old only for the No Wrong Door eligibility).
- Proportion of looked after children with 3 or more placements in the last 12 months.
- Looked after children placed over 20 miles from home and outside Surrey.
- Proportion of 16-19 year olds in Education Employment and Training (EET).

Partner/Surrey County Council Corporate Parenting measures

- Looked after children affected by child exploitation.
- Looked after children with missing from home episodes.
- Strengths and Difficulty Questionnaire (SDQ) score.
- Children's Global Assessment Scale (CGAS) score.

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Annex 17

Mean and modal Surrey County Council children's social worker caseloads at 10 September 2020

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Benjamin Awkal

From: Lindsey Ellis
Sent: 11 September 2020 13:33
To: Benjamin Awkal
Subject: Mean and modal caseloads for children's social workers

Hi Benjamin,

In regards to:

- Mean and modal caseloads for children's social workers

As at the end of the day yesterday (the most recent data) the mean caseload for Social Workers was 16.1.

The modal number in this cohort is 15.

Many thanks,

Lindsey Ellis
Management Coordinator for Tina Benjamin, Director of Corporate Parenting

Tel: [REDACTED]

Email: [REDACTED]

Please note my working days are Monday, Wednesday and Thursday.

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Annex 18

Out-of-area and out-of-county placements 1 September 2018 to 1 September 2020

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Chart Showing Looked After Children Placement Location Over Time

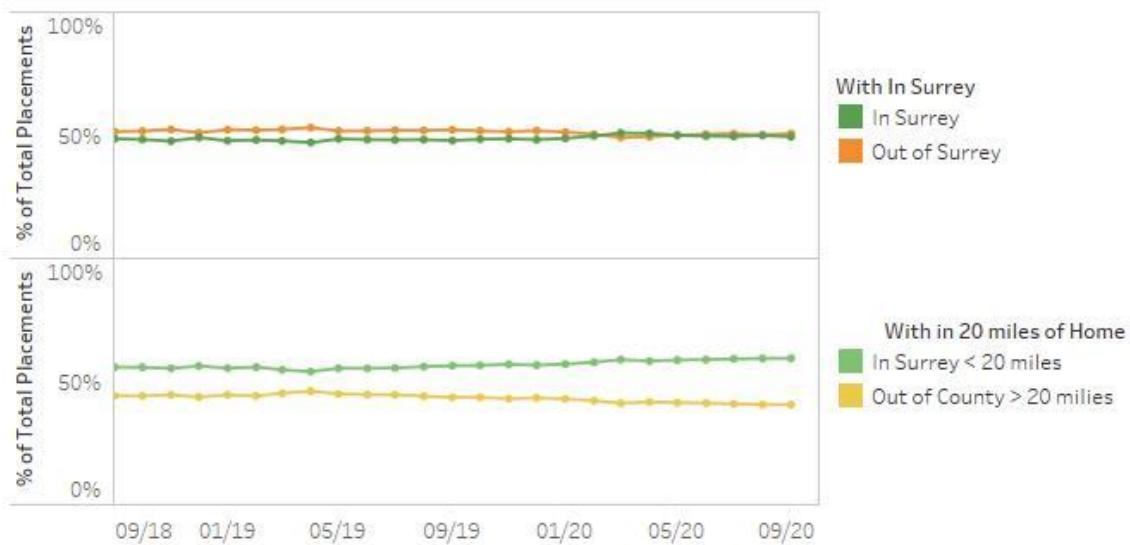
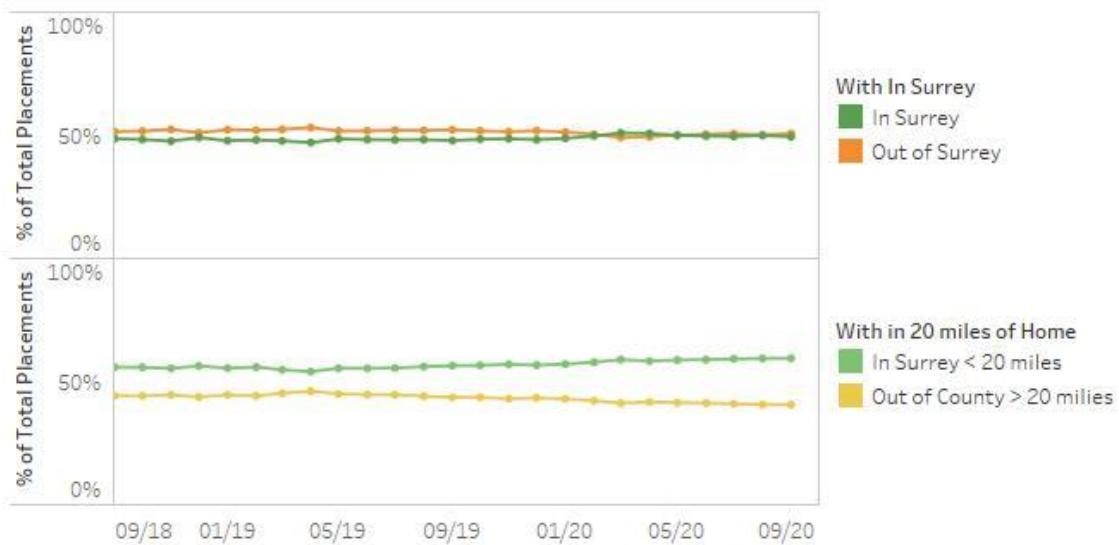


Chart Showing Looked After Children Placement Location Over Time



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Annex 19

Written submission from Lindsey Ellis, Management Coordinator to Director – Corporate Parenting, dated 17 September 2020.

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Benjamin Awkal

From: Lindsey Ellis
Sent: 17 September 2020 10:57
To: Benjamin Awkal
Subject: FW: NWD report

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Benjamin,

Please be advised these are indicative, based on the model and at the meeting Tina advised negotiations with partners are at an early stage.

Registered manager (all staffing posts include on-costs)	60,420
2 x Deputy manager	90,900
6 portfolio leads (have assumed PS8 grade)	237,696
8.5 Residential and outreach workers (have assumed PS7 to be on the safe side re shift allowances etc.)	298,792
£25k sessional staff budget	25,000
Current non-staff costs for a children's home	85,000
Flexible accommodation offer contingency (S17)	25,000
2 x hub foster carers	90,000
2 x supported lodgings carers	20,000
Embedded police officer (£45k Surrey Police funded)	
SALT (CCG co-funded?)	45,450
Life coach (psychologist or family therapist)	45,450
Data analyst 0.5	17,576
Training budget (RP, MI and TCI/solution focussed work)	15,000
TOTAL	1,056,284

And the updated figures based on the August 2020 average costs and including 1 fostering placement as discussed.

Each hub will be able to accommodate 2 emergency placements at any one time who would otherwise have gone to external residential. Assuming 60% occupancy of those beds, this will potentially **avoid** costs of £138k per year (£4,436 average external residential cost per week x 60% occupancy).

Each hub will have 6 medium term beds (4 residential and 2 fostering). Conservative estimate that 3 of those beds are occupied by children returning from external residential would give **savings** of £692k per year (£4,436 average cost per week x 52 weeks x 3 children) and 1 bed are occupied by a child returning from IFA would give a **saving of £50k** (£977 average cost per week x 52 weeks).

Each hub will be able to work with up to 40 children at a time who are at risk of becoming looked after. Assuming the hub works with them for 4 months this is a total of 120 children per year per hub. Assuming that without support 20% (24 children) would have become looked after for 6 months before going home and that 18 children went to IFA placements and 6 went to residential this is cost **avoidance** of 18 x 6 months x £977 pw (£457k) plus 6 x 6 months x £4,436 (£692k)

Total= £742k savings plus £1.287m cost avoidance.

Lindsey Ellis

Management Coordinator for Tina Benjamin, Director of Corporate Parenting

Tel: [REDACTED]

Email: [REDACTED]

Please note my working days are Monday, Wednesday and Thursday.