

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
<p>Relevant background</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

#### 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> <ol style="list-style-type: none"> <li>i) understand the needs of LAC and care leavers and their experiences of care; and</li> <li>ii) learn how LAC and care leavers feel they could be/could have been better supported.</li> </ol> <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> <ol style="list-style-type: none"> <li>i) understand what works well currently and what could be improved; and</li> <li>ii) listen to views on the proposed model.</li> </ol> <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> <ol style="list-style-type: none"> <li>i) understand the prerequisites to successful adoption of the model (e.g. consultation process and support from cabinet members, senior officers and partner organisations);</li> <li>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.</li> </ol> <p>NOTE:</p> <ul style="list-style-type: none"> <li>• This schedule is intended to function as a guide and may be subject to change.</li> <li>• It is expected that oral evidence will be gathered remotely via Microsoft Teams.</li> </ul>	
<p>August – September 2020</p>	<p>Evidential analysis and draft report skeleton</p> <p>Draft report</p>	<p>Task Group</p> <p>Chairman and Scrutiny Officer</p>

September 2020	Report to Cabinet and Select Committee by Friday, 11 <sup>th</sup> September	Chairman and Scrutiny Officer
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<p>Witnesses</p> <ul style="list-style-type: none"> <li>• Cabinet Member for Children, Young People and Families and Chairman of the Corporate Parenting Board.</li> <li>• 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.</li> <li>• Cabinet Members and Officers from other LAs which have introduced or considered introducing the No Wrong Door model, particularly North Yorkshire County Council.</li> <li>• 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).</li> <li>• Wider stakeholders, including residents.</li> </ul>	
<p>Useful Documents</p> <ul style="list-style-type: none"> <li>• No Wrong Door: services for young adolescents in care in North Yorkshire, Local Government Association (2018) <a href="https://www.local.gov.uk/no-wrongdoor-services-young-adolescents-care-north-yorkshire">https://www.local.gov.uk/no-wrongdoor-services-young-adolescents-care-north-yorkshire</a></li> <li>• Evaluation of the No Wrong Door Innovation Programme, Department for Education (2017) <a href="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</a></li> <li>• The No Wrong Door: Rethinking Care for Adolescents, North Yorkshire County Council (2014) <a href="http://icha.org.uk/wp-content/uploads/2017/11/NorthYorkshire-No-Wrong-Door-model.pdf">http://icha.org.uk/wp-content/uploads/2017/11/NorthYorkshire-No-Wrong-Door-model.pdf</a></li> </ul>	
<p>Potential barriers to success (Risks / Dependencies) □</p> <p>Member and Officer availability.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Limited stakeholder engagement, particularly vulnerable young people.</li> </ul>	
<p>Equalities implications</p> <p>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.</p>	

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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