

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

Benjamin Awkal

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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  
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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:

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

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

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

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# No Wrong Door



	June - Sept 2020 Initiation of the Model	Oct - Dec 2020 Design	Jan - Mar 2021 Shadow implementation	April - June 2021 Review and Development
<b>Activities</b>	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 on line, start the NWD model in shadow in 2 existing children's homes	Work towards deliver 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			
	Develop embedded specialist multi-agency roles	Recruit to roles	FC and SL roles 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
	Identify how we want to measure and track outcomes	Design tracking and reporting systems	start gathering data and measurement tools	Evaluate outcomes being shown
Identify funding sources and build budgets	Align budgets		Show cost savings/avoidance	

	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
<b>Outcomes</b>	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	Partner are confident in what the model achieves and any amendments we need to make based on operation so far
	Information sharing agreements are in place	Partners have committed resource and expertise to the embedded roles and recruitment is underway	Young people have access to the multi-agency team to support them	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	Operational colleagues, police and EDT know how to refer young people to the new shadow model	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	We start operating the model in shadow in two 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 clear and strong leadership in the service	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	Young people can be referred for the service	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	We have a dedicated staff team who understand their roles and are able to offer a range of support to young people and their families	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	We have clear pathways and processes that help staff in understanding and applying the model	There isn't duplication or gap between NWD and other services
	We know what staff training is needed	Staff and partner training has started	Staff feel confident in the skills and knowledge they need and principles are applied consistently	
		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







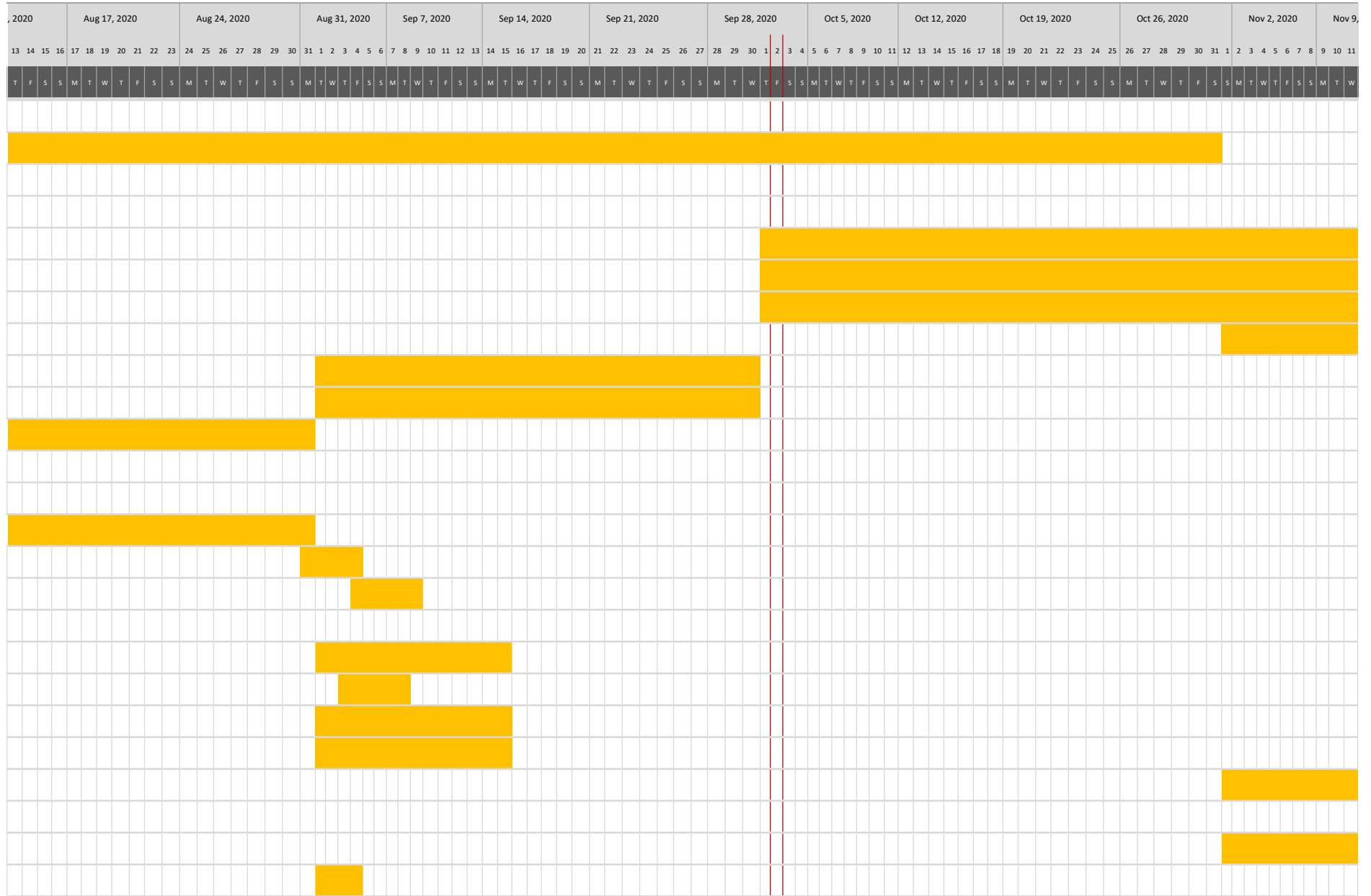


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TASK	ASSIGNED TO	PROGRESS	START	END																																										
<b>HR &amp; Staffing</b>																																														
Service Manager recruitment	TB/JR		22/6/20	31/10/20																																										
JDs and role descriptions	FM		22/6/20	31/7/20																																										
Residential and outreach staffing structure	FM/LW/Lisa Bursill		22/6/20	31/7/20																																										
Develop Embedded police officer role	FM/TB/Carl Bussey		1/10/20	15/11/20																																										
Develop SALT roles	FM		1/10/20	15/11/20																																										
Develop Life-coach roles	FM		1/10/20	15/11/20																																										
Recruitment to social care roles	JR/LW		1/11/20	31/1/21																																										
Development of specialist foster care and SL roles	FM/Carol Norrington/Clark M		1/9/20	30/9/20																																										
Development of Supprted accommodation provision	FM/Gordon Murray		1/9/20	30/9/20																																										
Embedded Host service provision	FM/Debbie Searle		1/8/20	31/8/20																																										
<b>Finance</b>																																														
Identification of project costs and operating budget	FM/Marius/JR		1/7/20	31/7/20																																										
Development of establishment budget	FM/Marius/JR		1/8/20	31/8/20																																										
Revenue budgets	FM/Marius/JR		31/8/20	4/9/20																																										
Aligning budgets with cost centre	Marius/JR		4/9/20	9/9/20																																										
<b>Pathways and business processes</b>																																														
S 17 offer	FM		1/9/20	15/9/20																																										
Housing offer	FM/Asst Directors		3/9/20	8/9/20																																										
28-day pathway	FM/Asst Directors		1/9/20	15/9/20																																										
RAISE	FM/Gabi Schaper/Mike Hall		1/9/20	15/9/20																																										
Alignment with LCS	FM		1/11/20	31/1/21																																										
Referral Criteria and pathway	FM		29/6/20	31/7/20																																										
Completion of policies	FM		1/11/20	30/11/20																																										
Development of Core offer to young people	FM		1/9/20	4/9/20																																										







2020	Aug 17, 2020	Aug 24, 2020	Aug 31, 2020	Sep 7, 2020	Sep 14, 2020	Sep 21, 2020	Sep 28, 2020	Oct 5, 2020	Oct 12, 2020	Oct 19, 2020	Oct 26, 2020	Nov 2, 2020	Nov 9,
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