

14 DECEMBER 2020

CABINET RESPONSE TO THE REPORT OF THE NO WRONG DOOR TASK GROUP

Purpose of report:

To apprise the Select Committee of the Cabinet Response to the Report of the No Wrong Door Task Group and provide opportunity for the Select Committee to make further recommendations.

Introduction:

1. Between July and September 2020, the No Wrong Door Task Group, established by the Children, Families, Lifelong Learning and Culture Select Committee, assessed the suitability of the No Wrong Door model with regard to its potential introduction in Surrey.
2. The [Report of the No Wrong Door Task Group](#) contains nine recommendations (listed below), which are informed by written submissions received from, and the oral evidence of, council officers and a range of partners, stakeholders, and local authorities with experience of the No Wrong Door model. Some independent research was also undertaken by the Task Group. The Report was presented to the Children, Families, Lifelong Learning and Culture Select Committee on 21 September 2020.
3. On 27 October 2020, [the No Wrong Door Task Group reported to the Cabinet.](#)
4. The No Wrong Door Task Group recommended:
 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.*
 2. *that Corporate Parenting not agree to an accreditation fee which it considers to be disproportionate to the benefits of accreditation.*
 3. *that the development and introduction of a No Wrong Door service in Surrey continue.*

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.*
 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.*
 6. *that consistent support from the No Wrong Door team be emphasised, rather than consistent support from individual No Wrong Door staff members.*
 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.*
 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.*
 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.*
5. At Cabinet on 27 October 2020, the Cabinet Member for Children, Young People and Families presented a [Cabinet Response](#) to the recommendations of the No Wrong Door Task Group. The Response accepted recommendations 3 to 7 and 9 in their entirety. The Response should be read in conjunction with this Report, which does not exhaustively restate or summarise the content of the former.
 6. On consideration of the Report of the No Wrong Door Task Group and the Cabinet Response, the Cabinet resolved:

That the No Wrong Door Task Group report and the Mental Health Task Group be noted. Cabinet responses to the task group recommendations were included in the supplementary agenda.

Recommendation 1 of the No Wrong Door Task Group

7. Recommendation 1 of the No Wrong Door Task Group:

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

8. In respect of recommendation 1, the Cabinet Response stated that nothing in Corporate Parenting's discussions with North Yorkshire County Council had, to date, indicated that accreditation will prevent Surrey County Council from being innovative or developing the service to meet local need. The ten distinguishing features of the model and the model's core offer to young people as outlined by North Yorkshire County Council were compatible with any future development of the service in Surrey.

Recommendation 2 of the No Wrong Door Task Group

9. Recommendation 2 of the No Wrong Door Task Group:

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

10. In respect of recommendation 2, the Cabinet Response stated that, since the publication of the Task Group's Report in September, further information had been provided by North Yorkshire County Council in respect of the model's accreditation. The accreditation package was likely to be a two-year period of support under a Service Level Agreement, which would include a specified number of days of support and quality assurance as well as use of North Yorkshire County Council's intellectual property:

- Planned support for implementation and sustainability of the model, including quality assurance activity
- Critical friend role at project boards, including sharing of learning experience in North Yorkshire and elsewhere
- Final review closer to the end of the two-year period, including a report and recommendations for continued success

11. North Yorkshire County Council had indicated that the accreditation fee was likely to be in the region of £50,000 across the two-year period. The Cabinet Response added, for context, that the average cost of an externally commissioned residential placement for a teenager with complex needs was £4,374 per week (£227,448 per year) and the most expensive placement was £8,065 per week (£419,380 per year). During 2020, the Council had averaged

between 70 and 75 of such placements and had a total budget of £16.1 million for external residential placements. The Cabinet Member anticipated direct savings of at least £682,000 in the first year of the No Wrong Door's operation in Surrey and to avoid further costs of children becoming looked after of £1.2 million. Accreditation was also said to provide access, beyond the lifetime of the formal support, to a network of No Wrong Door practitioners which North Yorkshire County Council was seeking to establish.

Recommendation 8 of the No Wrong Door Task Group

12. Recommendation 8 of the No Wrong Door Task Group:

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.

13. Recommendation 8 was made by the Task Group as looked-after children and care leavers had described the name 'No Wrong Door' as 'misleading, overpromising and unrealistic'.

14. In respect of recommendation 8, the Cabinet Response stated agreement with the 'spirit of the recommendation' but that the name 'No Wrong Door' was renowned and may help attract staff and partners due to its successful history. It is the name of the model, rather than the name of a building and location, and therefore service users would not necessarily be aware of the name in their day-to-day interaction with the Hub and Hub staff. Corporate Parenting would fully consult with young people on the matter.

Conclusions:

15. The Cabinet Member for Children, Young People and Families has provided assurances in respect of recommendations 1, 2 and 8 of the Report of the No Wrong Door Task Group and has accepted recommendations 3 to 7 and 9 in their entirety.

Recommendations:

1. The Children, Families, Lifelong Learning and Culture Select Committee note the assurances provided by the Cabinet Member for Children, Young People and Families in the Cabinet Response to the Report of the No Wrong Door Task Group and agree that those assurances satisfactorily address the concerns underlying recommendations 1, 2 and 8 of the Report of the No

Wrong Door Task Group. The Select Committee endorse the Cabinet Member's decisions to proceed with the accreditation of Surrey County Council's No Wrong Door service by North Yorkshire County Council and to maintain the name 'No Wrong Door' for the service.

Next steps:

Early 2021 – No Wrong Door service becomes operational in shadow form.

April 2021 – No Wrong Door service becomes fully operational.

October 2021 – The Select Committee reviews the initial impact of the service.

Councillor Lesley Steeds, Chairman of the No Wrong Door Task Group and Vice-Chairman of the Children, Families, Lifelong Learning and Culture Select Committee.

Report contact

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Sources/background papers

Report of the No Wrong Door Task Group:

<https://mycouncil.surreycc.gov.uk/documents/s69980/Final.pdf>

Report of the No Wrong Door Task Group to Cabinet:

<https://mycouncil.surreycc.gov.uk/documents/s70483/NWD%20Task%20Group%20Cabinet%20Report.pdf>

Cabinet Response to the Report of the No Wrong Door Task Group:

<https://mycouncil.surreycc.gov.uk/documents/s71773/Item%2005%20A-%20Cabinet%20response%20to%20No%20Wrong%20Door%20TG%20Reccs.pdf>

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