

**SURREY COUNTY COUNCIL****CABINET****DATE: 27 OCTOBER 2020****SUBJECT: REPORT OF THE NO WRONG DOOR TASK GROUP**

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**SUMMARY OF ISSUE:**

Children who enter care as teenagers often spend considerable periods of time in care and experience worse outcomes than younger entrants, including in terms of accommodation stability and education, employment and training.

The Children, Families, Lifelong Learning Culture Directorate's Corporate Parenting service has begun to develop a local 'No Wrong Door'<sup>1</sup> service using a model created by North Yorkshire County Council in 2015. The local service may be accredited by North Yorkshire County Council, subject to the outcome of ongoing discussions.

Between July and September 2020, a 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.

The Task Group's Report 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 of the Task Group was presented to the Children, Families, Lifelong Learning and Culture on 21 September 2020.

**RECOMMENDATIONS:**

It is 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*

<sup>1</sup> Trade mark: North Yorkshire County Council, 2019

*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.*

#### **REASON FOR RECOMMENDATIONS:**

##### **Accreditation (recommendations 1 and 2)**

The Task Group is concerned that the (yet unknown) terms offered by North Yorkshire County Council for the accreditation for Surrey County Council's No Wrong Door may prevent the future, further development of the service to meet changing local need.

The Task Group is also concerned that the (yet unknown) fee for accreditation will be disproportionate to the benefits of accreditation: primarily, the use of North Yorkshire County Council's intellectual property (the trademark 'No Wrong Door' and the use of the model's ten distinguishing features in their copyright form).

##### **Why the introduction of a No Wrong Door should continue in Surrey (recommendation 3)**

The No Wrong Door model is consistent with other Surrey County Council policies and strategies and is proven to be effective at reducing care episodes in both number and duration, improving service user outcomes, and generating cost savings. The Task Group concluded that the standard of children's social care in Surrey, whilst not perfect, is such that the No Wrong Door will likely be efficacious if introduced.

##### **How Surrey's No Wrong Door should be developed, implemented and evaluated (recommendations 4 - 9)**

###### **Recommendation 4:**

Evidence from local authorities with experience of the No Wrong Door model or similar models of service delivery alerted the Task Group to the fact that developing a shared culture between staff from different professions and organisations is a challenge, the surmounting of which requires targeted work. Furthermore, lines of accountability for seconded staff, such as police officers, may be unclear.

#### Recommendation 5:

Consistent No Wrong Door key workers is central to the efficacy of the model and efforts must be made to recruit skilled key workers who will remain in post for as long as possible.

#### Recommendation 6:

It is apparent that the No Wrong Door model's emphasis on consistent support from a No Wrong Door key worker, if replicated in Surrey, may give service users unrealistic expectations, as such staff may leave the service for a number of reasons. This recommendation is not to detract from the importance of consistent key workers, it is merely to shift emphasis onto consistent support from a team of workers, the membership of which may change from time to time.

#### Recommendation 7:

Local authorities delivering services from hubs under the No Wrong Door model or similar identified that the commencement of their services prior to the completion of the construction of their hubs had created challenging environments in which to support vulnerable young people with complex needs.

#### Recommendation 8:

Looked-after children and care leavers described the name 'No Wrong Door' as 'misleading, overpromising and unrealistic'.

#### Recommendation 9:

It is expected that the impact of Surrey's No Wrong Door will begin to become apparent within six months of its operation, notwithstanding that it will take several years for the service to become fully embedded. This recommendation also enables the Select Committee to follow-up on the implementation of its other recommendations.

#### **DETAILS:**

Details of the Task Group's methodology and findings may be found in its Report, Annex 1 to this Report.

#### **WHAT HAPPENS NEXT:**

The Children, Families, Lifelong Learning and Culture Directorate implements the recommendations of the Task Group's Report and reports back to the Children, Families, Lifelong Learning and Culture Select Committee in line with the timescale contained in recommendation 9.

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Lesley Steeds, Chairman of the No Wrong Door Task Group

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#### **Consulted:**

See Annex 1, paragraphs 10 - 15

#### **Annexes:**

Annex 1 – Report of the No Wrong Door Task Group

