

**CABINET- 27 October 2020**

**CABINET RESPONSE TO THE REPORT OF THE NO WRONG DOOR TASK GROUP**  
(Children, Families, Lifelong Learning & Culture Select Committee)

**Recommendations:**

The Task Group recommends:

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.

**Mrs Lesley Steeds**  
**Chairman of the No Wrong Door Task Group**

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**Cabinet Response:**

I would like to thank the Task Group for their time and commitment in researching and considering evidence about the No Wrong Door™ model and its potential for implementation in Surrey.

As the Task Group has outlined in its report, it is imperative that Surrey finds alternatives to care for teenagers, who generally experience poorer outcomes than their peers if they become looked after in adolescence. In addition, a shortage of suitable local placements to meet their needs means that many are placed at considerable distance from their family home, in externally commissioned provision, at substantial cost to the council. This is not desirable or sustainable.

The findings of the Task Group are broadly welcomed, and we accept Recommendations 3, 4, 5, 6, 7 and 9 in their entirety.

#### Recommendations 3 and 4

It is pleasing to note that the Task Group recognised the value of the No Wrong Door model for Surrey and endorsed implementation. We agree that developing a shared culture is key to success of the model and recognise that one of the underpinning foundations of the No Wrong Door model is the adherence to shared principles (in the ten Distinguishers© and Core Offer developed by North Yorkshire County Council) and shared practice framework and training for the multi-disciplinary staff team. Team events and learning and development days are planned to assist with building the team culture and solidifying the model of practice for all hub members, including those from a police and health background. It is recognised how fundamental this is to the model.

There will be clear secondment agreements for all staff not employed or managed by Surrey County Council. These will clarify the management and accountability for staff, arrangements for clinical supervision, day to day oversight, and prioritisation of tasks. There will be separate data-sharing agreements to ensure proper data protection arrangements are in place. Children's services have positive experience of such arrangements, as a result of staff seconded from areas such as probation in the Family Safeguarding Service.

#### Recommendations 5 and 6

We thank the Task Group for their attention to the matter of consistency of staff, recognising the importance of this for young people. The Task Group were particularly interested in recruitment and retention of children's social workers. To clarify, the No Wrong Door keyworker will be a worker from the children's home Hub, who will work alongside the young person's social worker. The staff retention package recently agreed by the People, Performance and Development Committee should help further with the stability of teams.

In response to the Task Group highlighting the potential impact of any difficulty in securing the right staff, we have looked again at recruitment and retention to ensure mitigation for any risks. The children's homes in Surrey have a good record of recruiting and retaining staff and it is not anticipated that this will be a significant problem. Staff turnover in the homes for the past 12 months has been 13.25% (20 staff out of 151), a number of whom retired after many years of service. This is below the national average for the sector.

We recognise and share the concern about the impact on young people of staff leaving, and of making unrealistic promises about consistency of staff and will take this recommendation on board in designing the service and the support from all Hub staff

#### Recommendation 7

It is anticipated that delivery of the No Wrong Door service will operate in shadow from early 2021 in one of the existing children's residential homes. Eventually the service will move to a purpose-built home in late 2021/22 depending on completion dates.

Whilst outline building design for the new-build hubs has been agreed (to ensure timely planning permission) we note the learning from other authorities regarding the completion of the hubs and will take this into account in our planning and design. This is an example where the support of North Yorkshire County Council (NYCC) could be very helpful.

Recommendation 9

The continued support and interest of the Select Committee is welcomed, and we look forward to updating the committee on the implementation and impact of the No Wrong Door model.

Recommendation 8

We welcome the attention paid by the Task Group to consulting with young people as part of their call to evidence. The young people's views about the name of the model and their desire for the service in Surrey to have a different name are noted and we agree with the spirit of this recommendation. A full programme of user consultation and involvement in design of the No Wrong Door model has been discussed with the User Voice Group and will be a key part of implementation. This will include discussions about the name of the service, and any physical hubs/buildings. The 'No Wrong Door' name is now renowned and may attract staff and partners due to its successful history. It is the name of the model, rather than the name of a building or location, and as such young people would not necessarily be aware of the name in their day to day interaction with the Hub and Hub staff. We will fully consult with young people on this and other matters.

I respectfully suggest the Task Group to reconsider recommendations 1 and 2, which I cannot recommend the Cabinet to accept in their current iteration:

Recommendations 1 and 2

We are grateful to the Task Group for the consideration they gave to the matter of accreditation and for looking at this in such detail. We recognise that the tight timescale for the Task Group's work meant that detail from North Yorkshire County Council was not available to them at the time of the call for evidence, or publication of their report.

The Cabinet is well acquainted with the considerable improvements which were needed in Children's Services, following the Ofsted judgement of inadequate in 2018. In this context, I would advise the Cabinet that the No Wrong Door model developed by North Yorkshire County Council is evidence-based, has been positively evaluated and has improved outcomes for children and young people, and delivered financial savings for the multi-agency partners. Ofsted are therefore more likely to have confidence in Surrey's use of an accredited model; we are unlikely to have credibility as an inadequate authority, to develop our own version. Our focus since 2018 has been to adopt evidence-based best practice from other good and outstanding authorities, and this has been a significant difference from previous improvement work.

Nothing in the discussions so far with NYCC indicate that accreditation will prevent Surrey from being innovative or developing the service to meet local need. The ten distinguishers and core offer to young people outlined by North Yorkshire as the foundation of the model are compatible with any future development of the service in Surrey.

Since the Task Group's call to evidence, North Yorkshire has given greater detail about the accreditation offer. It is likely to be a 2-year period of support under a Service Level Agreement, which would include a specified number of days support and quality assurance as well as use of NYCC's trademarked material:

- Planned support for implementation and sustainability of the model including quality assurance activity
- Critical friend role at project boards including sharing of learning experience and journey in NYCC and elsewhere
- Final review closer to the end of the 2-year period including a report and recommendations for continued success

It is of note that almost all the features and design of No Wrong Door developed by NYCC are subject to copyright or trademark. If Surrey were to proceed without accreditation, it is suggested that legal advice is sought as to how the service could be developed along the lines of the No Wrong Door model without infringement of copyright or trademark.

The benefits of accreditation are more than just use of the intellectual property. Accreditation would give first-hand access to North Yorkshire's expertise and advice and would provide a layer of objective quality assurance of the service delivery.

North Yorkshire have indicated that the accreditation fee is likely to be in the region of £50,000 across a two-year period. To put this cost in context, the average cost of an externally commissioned residential placement for a teenager with complex needs is currently £4,374 per week (£227,448 a year), and the current most expensive placement is £8,065 per week (£419,380 per year). During this year we have averaged between 70 and 75 such placements and our total budget for external residential placements is £16.1million.

No Wrong Door has helped to reduce North Yorkshire's looked-after population by 18 per cent in five years and has led to a £2m year-on-year saving. The vast majority of young people (86 per cent) referred to No Wrong Door remained out of the care system and the use of residential placements has fallen by half.

We anticipate being able to make direct savings of at least £682,000 in the first year of operation and to avoid further costs of £1.2 million of children becoming looked after.

North Yorkshire County Council are looking to establish a network of practitioners of the No Wrong Door model, and accreditation would give access to this peer support network beyond the lifetime of the formal accreditation support. It is therefore a recommendation that accreditation is pursued.

Once again, I would like to thank the Chair and Members of the Task Group for their diligent and very helpful enquiry, which has provided some very welcome recommendations and food for thought.

**Reply from Mrs Mary Lewis  
Cabinet Member for Children, Young People and Families  
27 October 2020**