

# North Yorkshire County Council No Wrong Door



**Children & Young People's Social  
Care & Services Scrutiny Panel  
7 October 2019**

**(Presentation to  
Middlesbrough Corporate  
Parenting Board September  
2019)**



# No Wrong Door

## SFPC- Strengthening Families Protecting Children Programme

- Investment of £84 million over 5 years to support 20 local authorities
- 3 children's social care innovation programmes (Hertfordshire Family Safeguarding, Leeds Family Valued and NYCC No Wrong Door)
- The aim is to improve work with families and safely reduce the number of children/ young people entering care, by-
  - strengthening local practice systems
  - developing services that build resilience in families
  - facilitating a confident social work ethos that manages risk safely within the home
- The What Works Centre will be evaluating the impact all 3 programmes
- All LA's who meet the set criteria (have an Ofsted rating of Requires Improvement, have high rates of LAC numbers compared to statistical neighbours and rising rates of LAC in each of the previous 3 years) were invited to apply to be one of the supported LA's
- The LA application deadline is now closed. The assessment Process has commenced

**Middlesbrough has been selected to be the Trailblazer authority for No Wrong Door!**



# No Wrong Door

## What does this means for Middlesbrough?

- Funding (£2.71 million, across 36 months)
- Support to have a NWD residential/ edge of care Hub in Middlesbrough
- Collaboratively develop a bespoke and phased implementation plan
- Develop a shared vision, language and practice framework
- Be supported to set up your Hub by NYCC's central delivery team
- Benefit from building an integrated team with embedded specialist roles
- Safely reduce LAC and reduce expensive out of area placements
- Keep your young people more safely in their families and communities
- Develop your own Restorative Practice Training Academy and

**IMPROVE OUTCOMES FOR YOUNG PEOPLE!**

# No Wrong Door

## What is No Wrong Door

‘A non traditional approach to working with adolescents experiencing complex journeys - with an innovative residential ‘Hub’ at the heart of the service’

### It provides:-

- Short term placements and edge of care support (in and out of care)
- A range of services, support and accommodation options
- Embedded specialist roles working together (with a shared practice framework)
- An integrated service with a defined culture and practice model
- An integrated team that ‘sticks with’ young people on their journey

### It has:-

- Been evaluated and continually builds its data base of impact and learning
- Been developed in other LA’s - Sheffield, Wigan, Bradford, 6/10 GM LA’s

**SFPC AND NWD ENCOURAGES WHOLE CHILDREN’S SERVICE**

**SYSTEMIC CHANGE!**

# No Wrong Door

## The NWD 8 'Non Negotiables'

(essential values, principles and ways of working together without which a model ceases to be faithful to the NWD approach)

Good  
enough  
for my  
child?

Residential  
care is  
short  
term

No out of  
area  
placements

No young  
person is  
*unfosterable*

High  
support  
high  
challenge

Right  
support  
right place  
right time

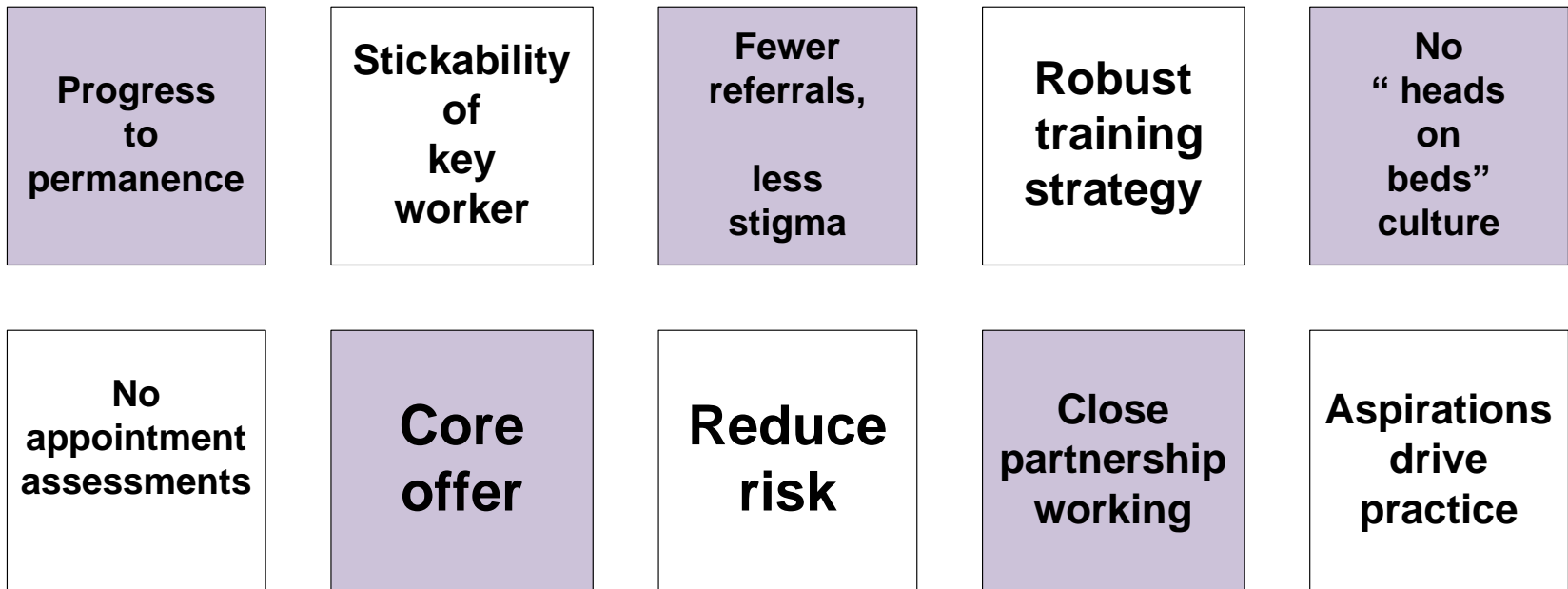
No move  
unless it's  
the right  
move

Forward  
looking and  
aspirational

# No Wrong Door

## The NWD 10 Distinguishers

(practical elements of the operating model setting it apart from traditional services & ensures NWD stays true to its vision & aims)





# An Overview of No Wrong Door

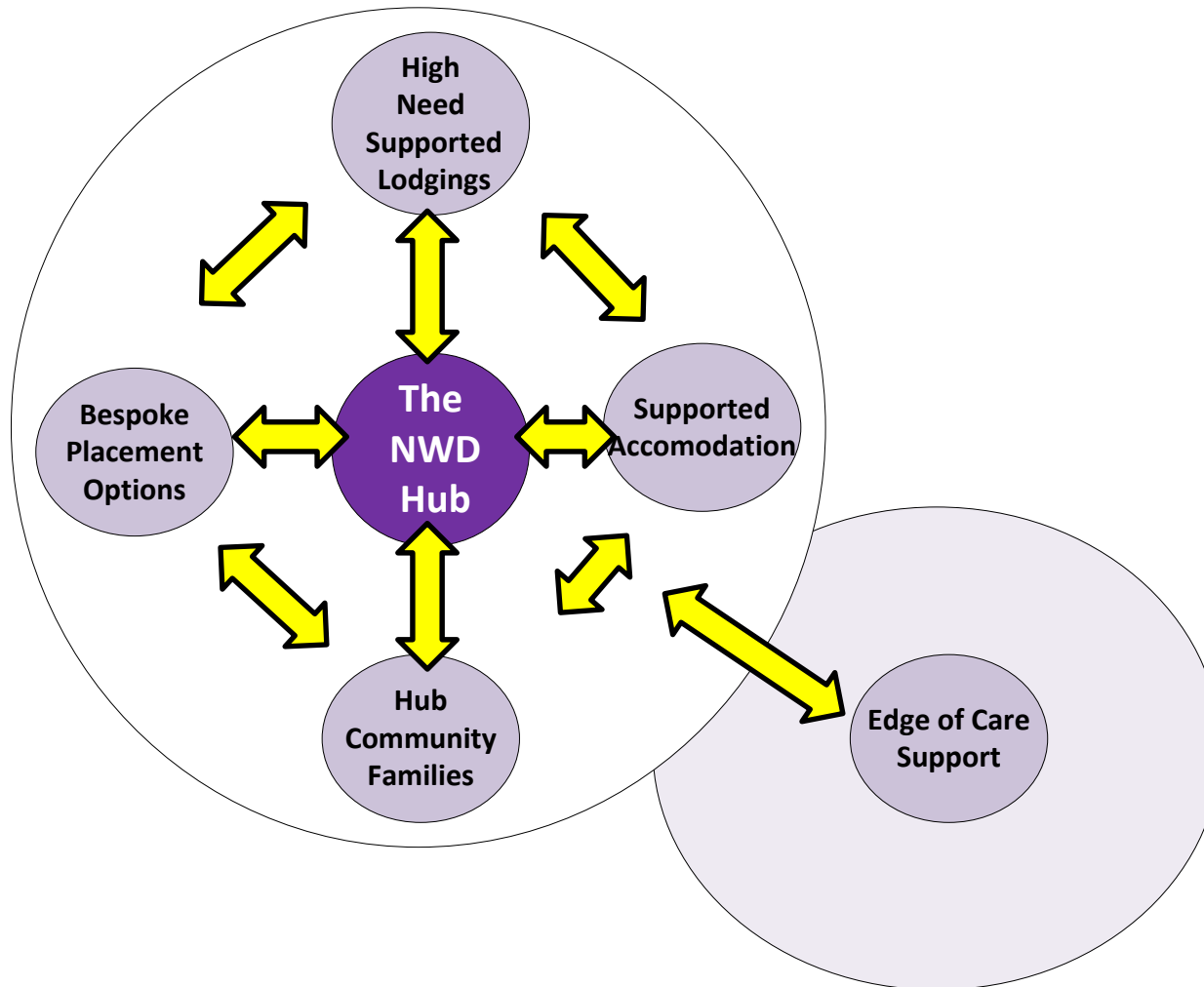
## **NWD is ... a whole system approach to practice:**

- Thinks differently – about risk management & safeguarding adolescents
- Psychologically informed systemic practice across children's services
- Reduces handoff's & episodic planning
- Right services, right time, right place to meet need
- Always striving for permanence in family/community setting (connectivity)
- Strengths based & restorative approaches and practice
- Is aspirational – building self esteem, foundations for the future and improving the lived experience for young people

**Systemic service wide integrity – 'sticking with' young people**

## An Overview of No Wrong Door

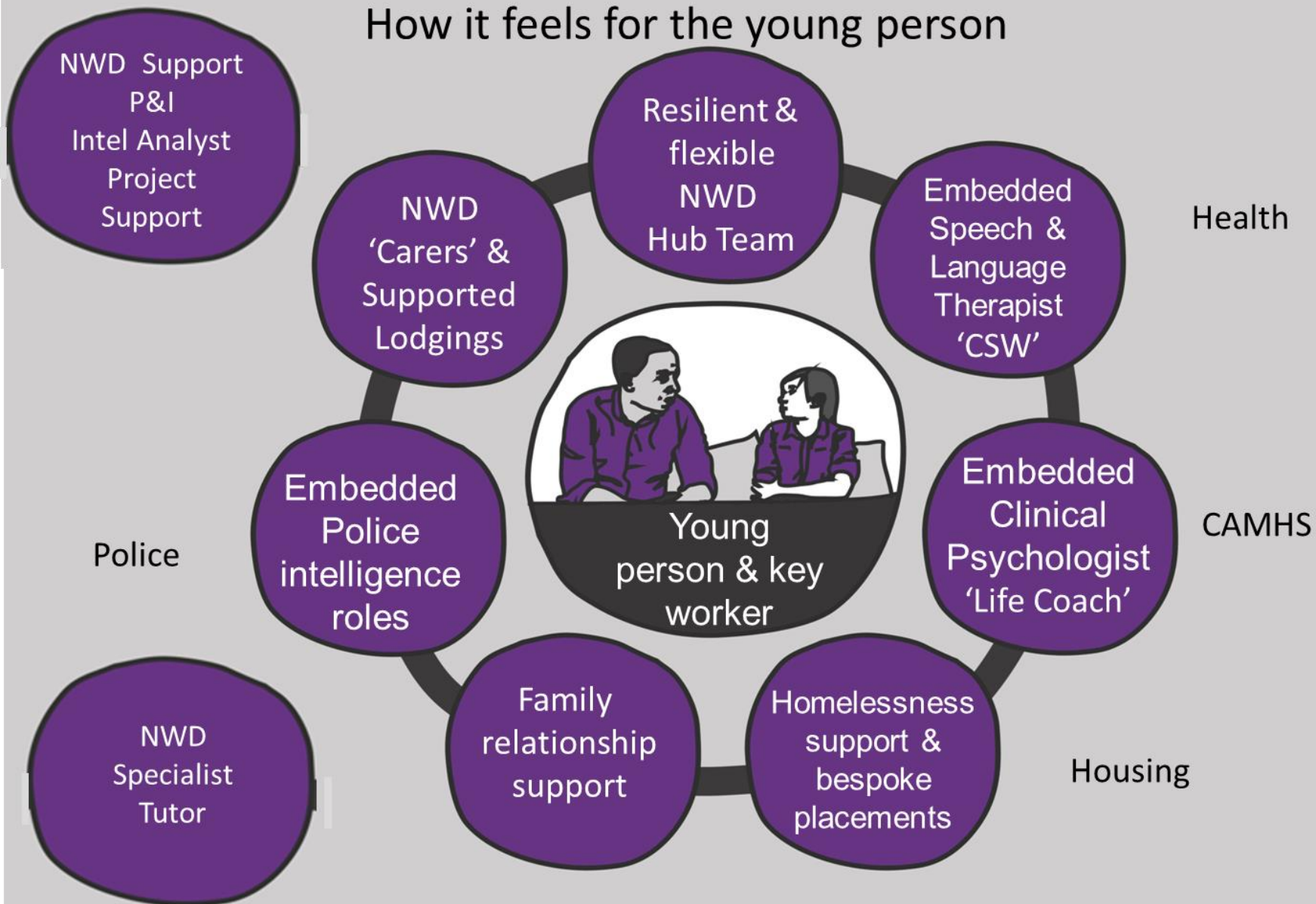
# No Wrong Door Hub Model





# An Overview of No Wrong Door

## How it feels for the young person



# NWD approach to contextual safeguarding

## And benefit from .....

North Yorkshire have developed a multi agency approach to managing and reducing risk for the for those young people we are most worried about!

- Agreed with key partners
- Underpinned by a legally based data & intelligence sharing agreement

## WHY?

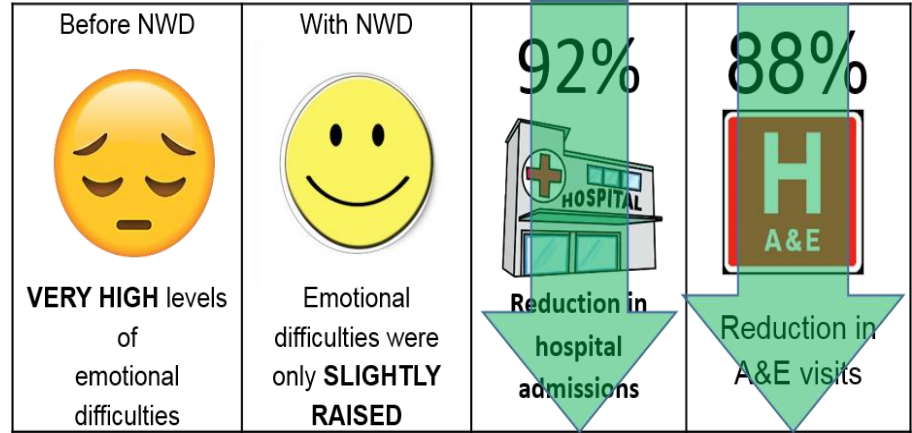
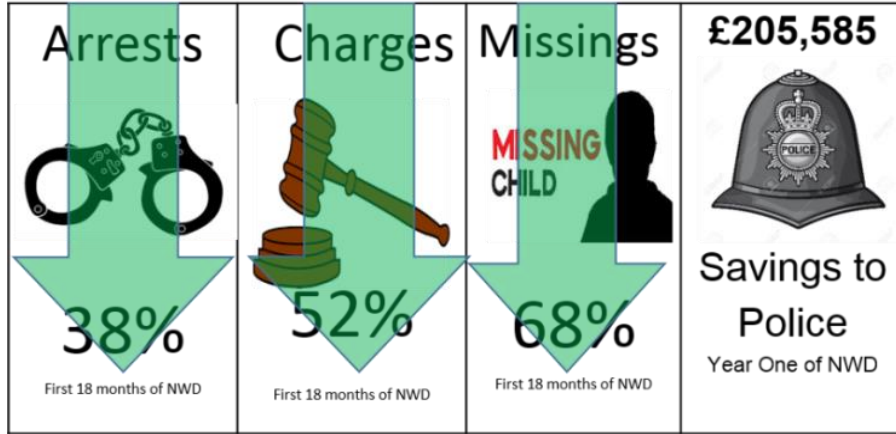
Risk  
Analysis  
Intervention  
Solution &  
Evaluation

- Keeps young people in their communities
- If we just move them on then another will be the target!
- Work with the young person's 'agency'
- Increases agency accountability & responsiveness
- Shares risk management
- Increases joined up approaches
- Reduces 'them & us'

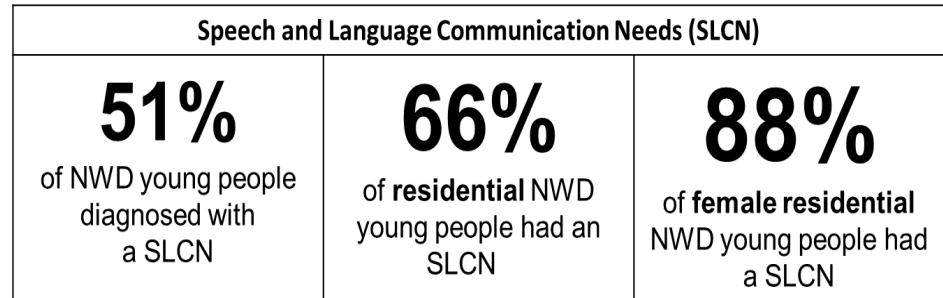
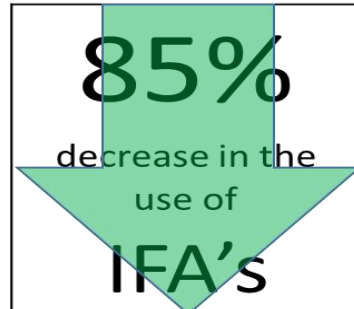
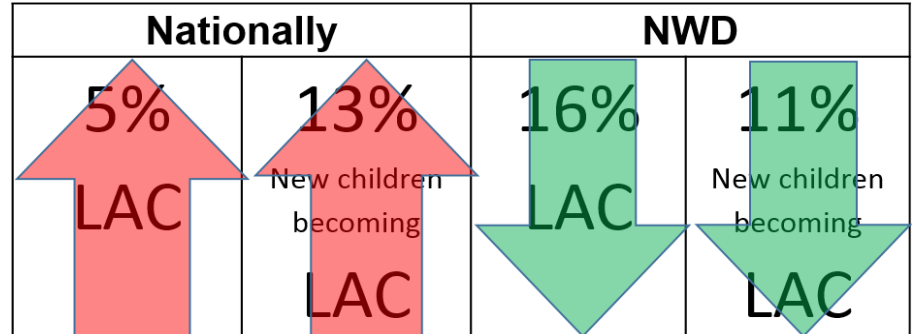
**Work with 'safe uncertainty' – be brave!**

# Positive Evidence

## Quantifiable evidence



Time Young People spent in Residential Placements		
Year One	Year Two	Year Three
134 days	 107 days	 51 days





# Positive Evidence

## Supporting culture change – adopt & adapt

### Working ‘with’ LA's - supporting through sharing:

- Evaluation, evidence, data, narrative, experience, design & delivery, learning & challenges
- Not just ‘lift and shift’ it requires ‘flex’ to adapt into an adopting LA's context

### Support LA's to:

- Identify what is needed on a transformational change journey
- Translate NWD values into key design principles that reflect systemic culture change
- Collaborate and co-design with young people, key teams & partners
- Support to secure your permissions, buy-in, participation and momentum
- Support to develop the operational model – NWD central delivery and management team
- Help you capture the right data to support the overarching evaluation and sustainability plans

### Be part of a collaborative national ‘learning community of practice’

- Share learning, stories, challenges, solutions and support across a group of LA's

# No Wrong Door

## Benefits to Partners

### Police

- Reduced calls for service: missing's / arrests / ASB
- Better intelligence sharing and response to risk: RAISE
- Change in culture: our young people are people, not just a problem
- Change in our young peoples view of police
- Reduced criminalisation of our young people

### Education

- Less of our young people are NEET
- Reduction in fixed term exclusions
- Reduction in permanent exclusions
- NWD pupils more likely to have both an SEN & SLCN

### Health

- Improved mental health of our young people: lower SDQ scores
- Reduced attendance at A&E and hospital admissions
- Reduced pressure on CAMHS: embedded Life Coach
- Increased identification of SLCN
- Increased identification of autism
- Specialist roles working together: Life Coach and Communication Support Worker

### Housing

- Improved placement stability
- Decreased evictions
- More young people in the housing pathway
- NWD range of housing options

# No Wrong Door

## National reach and influence

NWD has been visited by several ministers

Cited as good practice in the Narey report into Residential Care

All Party Parliamentary Group Presentation at the House of Commons about  
the embedded roles

Presentation to the Royal College of speech and Language Therapists

National training to the College of Policing

Provided evidence to:

the Howard League about criminalisation of young people in care  
The CQC thematic review of mental health services for children  
SCIE review of mental health and emotional well-being of LAC