

# No Wrong Door Pilot Evaluation

**Aim:** To study rollout of NWD in a local authority outside of where it was developed, whether it can be delivered, what are the challenges, what do staff and families think.

The study is not designed to understand whether No Wrong Door makes a difference to outcomes. This is the question we will ask in the next phase of our evaluation.

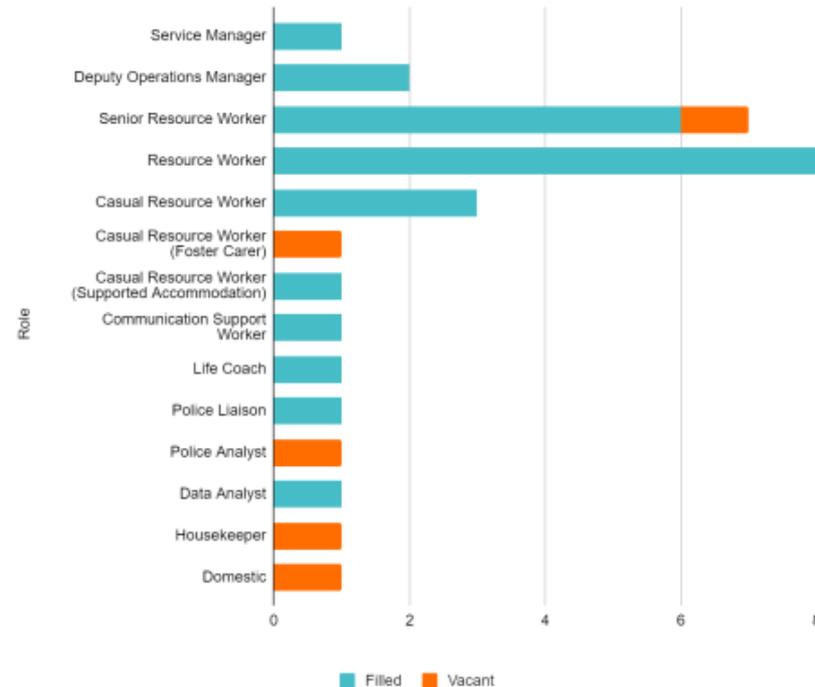
**What we did:** Before and six months after FFF opened, we carried out **Interviews and Focus Groups** with staff and families, a **staff survey**, and **observations** of meetings in the FFF service. We also collected **data** about recruitment, training and young people supported by the service.



# Findings: How was No Wrong Door implemented in the Middlesbrough Futures for Families service?

- Provision of intended **placement types** and **recruitment** of almost all intended staff
- Staff received comprehensive **training** and regular development days
- Staff observed to work **restoratively** (doing 'with' rather than 'to' or 'for'), making decisions with families, listening to young people's **voice and aspirations** to drive practice. Families strengths were also highlighted.
- Support offered was **flexible, creative and tailored**
- The provocations, non-negotiables, paperwork and processes were tailored to Middlesbrough's **local context and priorities**, in partnership with NYCC
- **Age range** adapted to 11-18 in Middlesbrough

Recruitment by No Wrong Door launch (Sept 2020)



# Findings: What were some of the challenges?

- Most FFF staff (88%) reported feeling confident to use the model, but only 56% of staff reported feeling they had enough **time to take full advantage** of the model
- Competing demands between the **outreach and residential work** was one area of challenge
- Some confusion over **whether to continue to use Signs of Safety** and some uncertainty over **referral criteria**
- It was sometimes hard to find a **suitable local foster care placement**
- Changes in keyworker due to staff **turnover**, and transitioning out of the FFF service needed to be carefully managed to **avoid further disruption**

*“Another young person couldn’t get as much outreach support as they might have done because of the demands of caring for that young person who was in the hub.” – [Senior leader]*

*“...we seem to be getting residential cases in emergencies for extended periods of time that would normally not be a part of NWD due to not meeting the criteria.” – [FFF staff member]*

*“The key worker said I’m here for you, I’m going to support you. You’re moving to [foster carer] and then moving from here, and then she moved on from her job, which was quite a let-down for the young person.” [Foster carer]*

*“For mine, it’s been quite an abrupt end for these kids who have already had quite a lot of rejection.” [Social worker].*



# Findings: What did staff and families think about the model?

- Most staff felt **positive** about the model and the training. The **life coach** and **communication support worker** were particularly seen as helpful, and overcame external waiting lists. The **police analyst** was also beneficial to address issues such as missing episodes.
- There appeared to be a high level of **support for the model from senior management and leadership**, and staff reported **good relationships with partners and social work teams**
- Providing a **flexible** service, accessible **outside of usual working hours**, and responding quickly to crises on evenings and weekends, was a unique and valued feature for families. Some young people who had previous lack of trust in adults developed **positive relationships** with FFF staff.
- Staff changes and COVID-19 could be **barriers to engaging** some young people, and not all young people were clear about their plan or goals.

 Staff and families identified that NWD had the **potential** to improve the quality of support, reduce risk and increase safety, and improve outcomes for young people.

*“Well [young person] can talk to her so there must be something there because [young person] doesn’t talk to anybody. [Young person] tells [key worker] more things than [young person] actually tells me.” [Parent]*

*“He engaged well with the outreach worker at the initial visit. Was really keen, and again I think there was a gap in revisiting that young person. Again you know, a three week gap, so he lost interest.” [Social worker]*

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# What are our recommendations?

Our report is available on our [website](#), and a summary is in the SFPC [newsletter](#).

Recommendations include:

- The importance of ensuring staffing capacity for placements **and** outreach support
- Clear **guidance on using NWD alongside any existing practice model**, as well as comprehensive training and guidance for **partners** and **referring practitioners**
- Based on good practice in FFF, we recommend **regular opportunities for NWD teams to revisit the NWD principles** (the non-negotiables, distinguishers and provocations)

Our next steps

- A podcast about the findings
- Evaluating the impact of No Wrong Door on the likelihood of children and young people becoming looked after, placement length and changes, education and employment
- This is in Rochdale, Norfolk, Warrington, Redcar & Cleveland.



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