

# No Wrong Door

Rethinking care for adolescents



# Contents

<b>The background to ‘No Wrong Door’</b> .....	3
The challenge.....	3
The vision.....	4
The approach.....	4
<b>How the ‘No Wrong Door’ model works</b> .....	5
The team.....	5
Placement options .....	6
Services .....	6
Training .....	6
System change .....	6
What’s innovative? .....	7
<b>Emerging Outcomes</b> .....	8
<b>Appendix A: No Wrong Door – Hub Model</b> .....	9
<b>Appendix B: No Wrong Door – Core Offer</b> .....	10
<b>Appendix C: No Wrong Door – Practice Model</b> .....	11
<b>Appendix D: No Wrong Door – 10 Distinguishers</b> .....	12

© North Yorkshire County Council 2017

The right of North Yorkshire County Council to be identified as the owner of the copyright in this work is asserted in accordance with the Copyright, Designs and Patents Act 1988.

All rights are reserved. No part of these works should be reproduced or transmitted in any form, or by means (electronic, mechanical, photocopying, recording or otherwise) unless permitted by law or otherwise with the prior written consent of North Yorkshire County Council.

These works are distributed subject to the condition that they shall not, by trade or otherwise, be lent, hired out, sold or otherwise circulated without North Yorkshire County Council’s written consent unless otherwise permitted by law.

Our 'No Wrong Door' innovation ensures that, through one key worker, young people access the right services, at the right time, and in the right place to meet their needs

**'It provides a consistent trusting relationships for young people that sticks with them no matter how they move through care'**



## The background to 'No Wrong Door'

The North Yorkshire 'No Wrong Door' innovation ensures that, through one key worker, young people can access the right services at the right time in the right place to meet their needs and allows them to build trusting and consistent relationships with key professionals.

Young people who enter care during their teenage years traditionally spend considerable periods in residential care often without sufficient planning and support to re-engage in family relationships or form strong relationships with carers. They are more likely to have placement breakdowns as a result of poor experiences in their formative years and lack of effective engagement with services.

They can follow a path of multiple placements, with hand-offs between services and changing relationships following each placement breakdown. Some develop multiple vulnerabilities through offending behaviour, substance misuse, disengagement from education and high risk taking behaviours such as repeatedly going missing. Over time, young people can become distrusting of positive relationships and develop a self-preservation mechanism of distrust.

### The challenge

- High-needs adolescents with poor long-term outcomes
- The system does not cope well with these young people

North Yorkshire believed its approach to caring for adolescents was sometimes doing more harm than good.

At the point of developing the model (June 2014) there were 468 Looked After Children (LAC) of which 229 were aged 12-17 years. 'No Wrong Door' played a critical role in reducing NYCC's LAC population from 468 to 400 by 2017/18 (in line with North Yorkshire's Children and Young People's Plan) by reducing the need for external residential beds (average cost £3250 per week), reduce remands to custody, prevent placement breakdowns and crisis presentations to the NHS and other services.

In May 2015 North Yorkshire County Council launched the innovative 'No Wrong Door' model. (See Appendix A for a diagram of the model):

**The vision**

- Ensuring young people access the right services at the right time and in the right place to meet their needs
- Permanence in a family setting
- 'Fast in, slow out' = no move until it's the right move

**The approach**

- Integrated service for complex adolescents
- A 'Core Offer' for all of our young people (See Appendix B for our 'Core Offer')
- Needs addressed within a single team of specialists working together with shared practice
- One consistent key worker who follows young person through placements
- Range of accommodation options, services and outreach support
- Edge of care work with families
- Residential care used to stabilise situations, with continuous assessment

**How the 'No Wrong Door' model works**

**The team**

'No Wrong Door' operates from 2 hubs in North Yorkshire, one in Scarborough (the east hub), and the other in Harrogate (the west hub).

The hubs were set up in April 2015 and each hub has a team that consists of the following roles:

- Team Manager;
- Two Deputy Managers;
  - one responsible for the residential element of the hub;
  - one responsible for the outreach service;
- NWD Portfolio Leads;
- NWD Hub Workers.

- NWD Performance Analyst – This role monitors and forecasts NWD performance data, and has developed a sophisticated NWD Tracker tool which collates a wide range of data from across the service, ranging from numbers of young people, referral timescales to specific interventions provided by specialist roles and the impact these are having. This post holder reports and evidences progress against key target areas, and provides real intelligence around reported data.

Each hub houses a number of specialist roles who are absolutely embedded within the No Wrong Door team. These are:

- A Communications Support Worker (who is a speech and language therapist);
- A Life Coach (who is a clinical psychologist);
- A Police Liaison Officer;

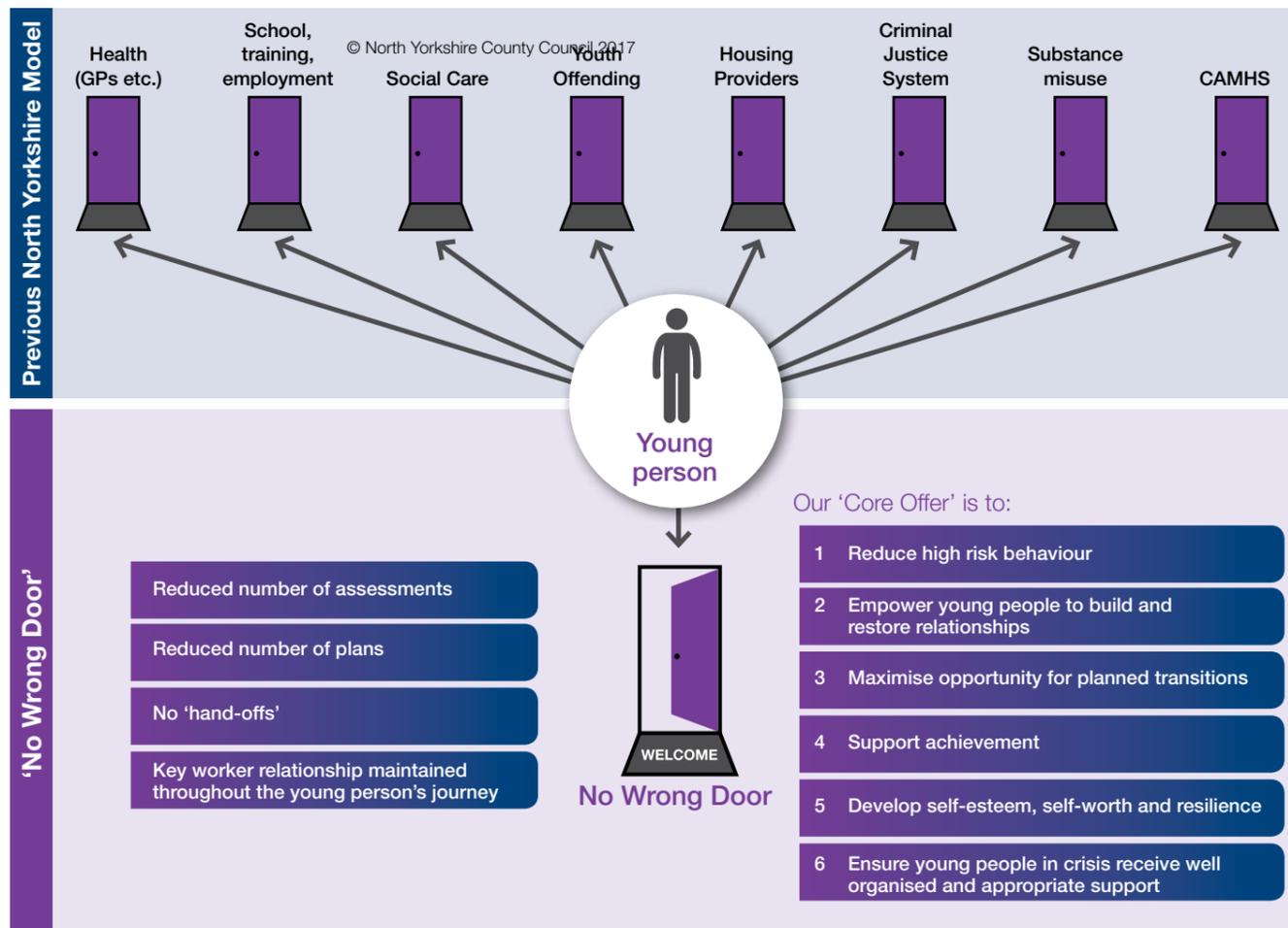
Since the original implementation of the model, the hubs now include a Deputy Manager with responsibility for 'Crime and Impact'. In addition, a number of Crime and Impact Workers bring youth justice knowledge and skills into the team. This enhances the NWD offer by providing a range of interventions to those who have offended or are at high risk of offending.

At the centre of the model, are two key roles who have an operational view across both hubs.

- NWD Police Intelligence Analyst – This role ensures there is a two-way sharing of daily intelligence with each hub Police Liaison Officer and is critical in analysing wider intelligence of police systems as to potential risks to NWD young people. They develop and facilitate joint strategic and tactical information products to support effective real-time, intelligence-led, delivery of services. All solutions aim to support young people to avoid becoming criminalised and to keep them safe.

This integrated team supports the young person throughout their journey to ensure that they are not passed from service to service but instead are supported by a dedicated team. Some young people are placed in the hubs, and others are supported by outreach while either in foster care, or living with their families. Central to the NWD innovation is that all staff are trained in Signs of Safety, and restorative and solution-focused approaches.

Key workers provide the stability upon which to help young people develop problem solving and life skills and so improve their outcomes. The services they need wrap around them with the options of moving services to meet their needs (whilst remaining within the hub's intensive level of support). This means there is a reduction in separate referrals for example



to CAMHS and health services. The model's integrated management, culture and training means that young people don't hear "that's not our role – we will have to refer you to..." Instead, there is a single entry to a range of services that young people need and deserve.

The 'No Wrong Door' model aims to improve:

- accommodation stability
- engagement and achievements in education, employment and training (EET)
- relationships with others
- planning of transitions from care to independent living
- resilience and wellbeing

### Placement options

Each hub offers the following:

- 4 x medium-term residential children's home placements, from 1-12 months whilst family rehabilitation/independence is achieved;
- 2 x emergency residential beds where it has been assessed that a young person/family need intensive support and interventions to rebuild relationships with their family/carer to quickly and safely return home;
- 2 x family placements (Hub Community Families) allowing young people to 'try out' a foster placement and get used to moving on from residential care;
- 2 x units of supported accommodation with support from the hub team;
- 2 x supporting lodgings placements with training and support from the hub team;
- Bespoke local placements that can provide flexibility and avoid out of area placements.

### Services

- Family Group Conference and a Restorative Practice lead, with more capacity and specialist training for restorative 'circles' and meetings;
- Foster carer support to keep adolescent placements stable;
- Increased targeted outreach to 16/17 year olds and care leavers; and to young people aged 12-17 years on the edge of care;
- Increased targeted activities, developing self-esteem and resilience and group activities to reduce high risk behaviours.

### Training

We have delivered training jointly to NYCC, housing, health and police colleagues in relation to Signs of Safety, Restorative Practice, and Therapeutic Crisis Intervention and all staff deliver a solutions focussed approach. Our staff are trained to deliver a suite of evidence based interventions, also including Family Group Conferencing, Motivational Interviewing and the Life Work Model. All of which have their own evidence base supported by research from the Children's Society and NSPCC which link to achieving emotional well-being.

### System change

Underpinning this change in practice, is a set of organisational and system changes. In our old model we just provided residential beds for a small number of young people. We now have a developed edge of care service, provide outreach support, support young people to avoid coming into care, and have implemented a 'Prevent Drift Strategy'. From this we have built our own local evidence base of what works, and what the barriers are to further progress.

As part of implementing 'No Wrong Door' we have put in place an umbrella of integrated management, a set of new multi-agency specialist roles, pooled funding and resources. To ensure we recruited the right people into the right posts we have joint recruitment processes and a training plan with our partners, and a common set of performance indicators. This leads to a common understanding and 'language' which maintains the high standards of practice and the level of support, which in turn improves young people's outcomes.

### What's innovative?

'No Wrong Door' is unique, and nowhere else in the United Kingdom is there a similar model providing such wraparound care for our children. For the first time we have brought together a common approach to working with young people from across different staff specialisms, across a range of partners with common training under a single management umbrella. Having one management umbrella improves consistency, minimises disruptions

and enables excellent collaboration. Our model is grounded in theory and evidence based. Our shared model of practice that describes the culture, how staff relate to young people, how assessment and care planning is conducted and a range of evidence based interventions is supported by evidence of improved outcomes for young people. (See Appendix C for our Practice Model).

We have developed a set of 10 'distinguishers' which are the observable practices, features and behaviours that make 'No Wrong Door' distinctively different from other places. This is used in internal supervision and monitoring and is a developmental tool which is used to understand where the service is at, and to undertake a self-assessment of both Hubs against each distinguisher. (You can see the 10 No Wrong Door Distinguishers in Appendix D).

The 'No Wrong Door' model continues to attract national interest including a range of influential colleagues undertaking national reviews around residential care.



From placement planning to bespoke placement creation;

- Smoothing transitions
- Practical support
- Consistency and a clear purpose

Pulling expertise into the team as needed, rather than passing cases on;

- Engaging a wider group of professionals
- Training in evidence-based practice: restorative practice and Signs of Safety

A genuine commitment from leadership to co-producing provision at every level;

- Co-designing with young people
- Working in partnership
- Practitioner-led development

Changing system conditions by thinking differently about assets, resources and value for money;

- Focusing on long-term value for money
- Using existing placements options in new ways

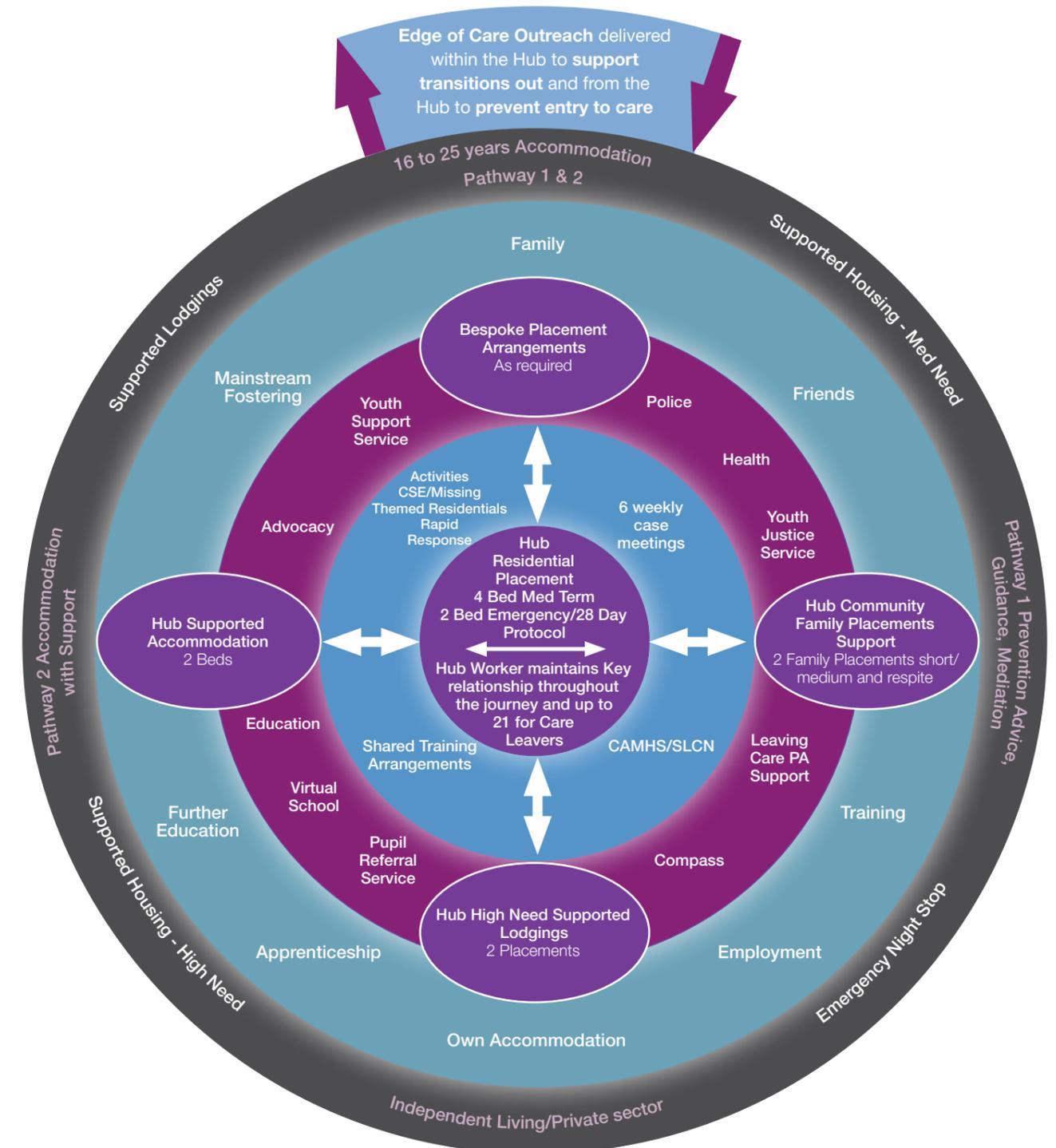
## Emerging Outcomes

The full 'DfE Evaluation of the 'No Wrong Door' Innovation Programme, Research Report, July 2017' has now been published. This is the publication of an independent evaluation undertaken by Loughborough University (Centre for Child and Family Research) on the impact of the 'No Wrong Door' model. "No Wrong Door has successfully launched, and, within a relatively short time frame.....has made substantial progress towards meeting the intended outcomes for improving the lives of young people".

- Reduction in children looked after and in residential beds
- Unmet needs uncovered, e.g. learning difficulties
- Shift in police attitudes and changes to bail conditions
- Occupancy level in Hub beds average 44%
- 86% of adolescents engaged with Hub able to remain at home
- Placement breakdowns falling
- Dramatic fall in young people missing from care or in contact with police
- Only one new out-of-authority placement since pilot began

## Appendix A: No Wrong Door – Hub Model

The North Yorkshire 'No Wrong Door' innovation ensures that, through one key worker, young people can access the right services at the right time in the right place to meet their needs and allows them to build trusting and consistent relationships with key professionals.



## Appendix B: No Wrong Door – Core Offer

We are committed to the provision of quality services for young people living in North Yorkshire. Helping young people achieve the best possible outcomes in life is the common goal that drives all the work we do. We want young people to experience fulfilment in all aspects of their lives so that they may reach their full potential and become successful contributors to their community and wider society. Services are delivered by friendly, flexible and skilled workers who are committed to helping young people lead happy, healthy and productive lives.

Our ‘Core Offer’ is to:

- 1 Reduce high risk behaviour
- 2 Empower young people to build and restore relationships
- 3 Maximise opportunity for planned transitions
- 4 Support achievement
- 5 Develop self-esteem, self-worth and resilience
- 6 Ensure young people in crisis receive well organised and appropriate support

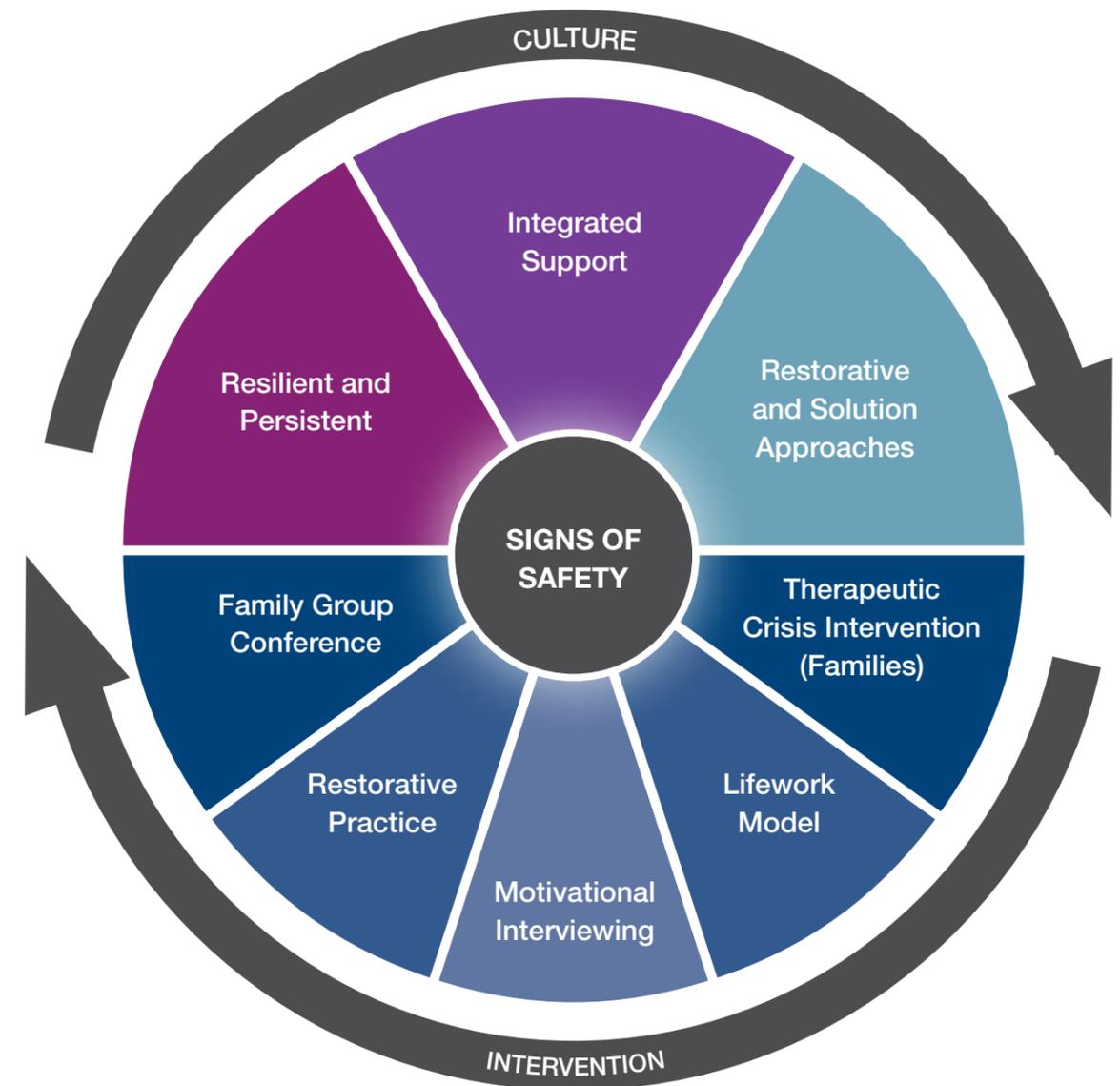
### Mission statement

To provide young people with the stability, skills and support they need to successfully manage the transition to adulthood.

We will reduce the need for adolescents to enter care and fundamentally change the revolving door of disruptions for young people who are the hardest to engage and place. We will serve as a launch pad for independence bringing together a range of services and professionals in order to holistically meet young people’s needs.

## Appendix C: No Wrong Door Practice Model

Our shared practice model places Signs of Safety as the core approach to assessment and planning with young people. It creates a staff culture based on restorative and solution focussed approaches and ensures all staff can deliver a range of evidence based interventions. This shared practice model drives staff recruitment, supervision, training and appraisal.



## Appendix D: No Wrong Door 10 Distinguishers

Distinguisher	Practice
1 Always 'progressing to permanence' within a family or community	<ul style="list-style-type: none"> <li>• Strong work with the birth family</li> <li>• Supported transition to independence</li> <li>• Managed transitions Hub Community Families and High Needs Supported Lodgings</li> </ul>
2 High 'stickability' of the key worker	<ul style="list-style-type: none"> <li>• Care leavers can 'stay close' and access support</li> <li>• Same key worker across accommodation moves</li> <li>• Low staffing turnover</li> </ul>
3 'Fewer referrals, less stigma'	<ul style="list-style-type: none"> <li>• Speech and Language specialist in team</li> <li>• Clinical Psychologist in team</li> <li>• NWD Police Officers in team</li> <li>• Portfolio Leads on 'Core Offer'</li> </ul>
4 Robust training strategy same/ or similar to restorative practice and therapeutic support	<ul style="list-style-type: none"> <li>• Universal training for Restorative Practice</li> <li>• Universal training for TCI and SOS</li> <li>• Whole staff training approach</li> </ul>
5 'No heads on beds' culture	<ul style="list-style-type: none"> <li>• Happy if the home is empty</li> <li>• Supporting young people where they need to be/in a hub not a placement</li> <li>• Plan for permanence</li> <li>• Fluid/dynamic and responsive placements giving options and flexibility</li> </ul>
6 'No Appointment' assessments	<ul style="list-style-type: none"> <li>• Rolling assessment/Care and Progression Plan</li> <li>• More time with/input from young person</li> <li>• Timeliness in assessment</li> <li>• Universal use of Signs of Safety</li> <li>• Well recorded goals and progress</li> </ul>
7 A 'Core Offer' to all young people	<ul style="list-style-type: none"> <li>• Risk management, rebuilding relationships, life stage transitions, education, activities, emotional wellbeing</li> <li>• NWD training plan</li> <li>• NWD Culture &amp; Interventions Practice Model</li> </ul>
8 Multi-agency intelligence led approach to reduce risk	<ul style="list-style-type: none"> <li>• Specialist roles in post</li> <li>• Central Police intelligence Analyst post</li> <li>• Embed Culture &amp; Practice events</li> <li>• Development of effective data sharing resources and documents</li> </ul>
9 Close partnership working	<ul style="list-style-type: none"> <li>• Strong Police and NHS commitment</li> <li>• Effective Strategic/Operational Boards with all partners</li> <li>• Sponsorship from DCS and elected members</li> </ul>
10 Young People's aspirations drive practice	<ul style="list-style-type: none"> <li>• Identify innovative opportunities to develop young people's self-esteem and resilience</li> <li>• Bespoke packages supporting education and achievement</li> <li>• Engaging with community and businesses to promote social capital</li> </ul>



## Contact us

For further information on No Wrong Door, please contact:  
Martin Kelly, Head of Children and Young People's Resources  
Tel: **01609 536425** email: **[martin.kelly@northyorks.gov.uk](mailto:martin.kelly@northyorks.gov.uk)**

Janice Nicholson, Group Manager (No Wrong Door)  
Tel: **01609 535695** email: **[janice.nicholson@northyorks.gov.uk](mailto:janice.nicholson@northyorks.gov.uk)**

**North Yorkshire County Council, County Hall, Northallerton, North Yorkshire, DL7 8AD**  
email: **[nowrongdoor@northyorks.gov.uk](mailto:nowrongdoor@northyorks.gov.uk)** web: **[www.northyorks.gov.uk](http://www.northyorks.gov.uk)**

If you would like this information in another language or format please ask us.  
Tel: **01609 780 780** email: **[customer.services@northyorks.gov.uk](mailto:customer.services@northyorks.gov.uk)**