

22 November 2016

Learning from North Yorkshire – 'No Wrong Door'

Ward(s) All

Portfolios: Councillor R Burley, Education and Children's Services

Executive Summary:

To provide an overview of the learning from the recent visit to North Yorkshire Children's Service in relation to the need to continue to improve services for Looked After Children and Care Leavers and reduce the costs associated with Looked After Children and Out of Borough placements as set out in the current medium term financial strategy options.

Reason for scrutiny:

To inform Scrutiny of the learning from the visit to North Yorkshire Children's Services and to enable Scrutiny to consider and challenge how this learning and good practice can be applied to benefit Walsall children and young carers.

Recommendations:

That:

1. Scrutiny notes the contents of the report and the potential for the implementation of some of the learning in Walsall.
2. Scrutiny challenge and hold Children's Services to account for improved outcomes for Looked After Children and Care Leavers and to deliver associated savings as set out in the Council's medium term financial strategy.

Background papers:

The following report provide an overview:

'No Wrong Door' - Rethinking Care for Adolescents – North Yorkshire County Council (**Appendix 1**)

Resource and legal considerations:

None at this stage.

Citizen impact:

Environmental impact:

None

Performance management:

None

Equality Implications:

No

Consultation:

No

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1. Background Information:

- 1.1 North Yorkshire has been judged by an Ofsted inspection in May 2014 as 'good' under the Single Inspection Framework and has been identified as a Improvement Partner under the DFE innovation programme. On 21 September 2016 a group of Children's Services managers made a visit to North Yorkshire to explore various aspects of their service delivery and learn from their innovative practice. The Assistant Director, Group Managers for Corporate Parenting, Safeguarding Family Support and Provider Services spent the day with colleagues from North Yorkshire Children's Services.
- 1.2 It is important to note that demographically North Yorkshire is very different to Walsall, being one of the geographically largest Local Authorities and is a rural county. It is a much better funded Council than Walsall and Children's Services has access to greater resource. There is however significant transferable learning that Walsall can benefit from.

The areas of focus were:

- Performance management approaches
- The 'No Wrong Door' approach to working with Looked After Children and Care Leavers, particularly adolescents.
- Young people who enter care during their teenage years have a set of characteristics that make their long term care and support a challenge:
 - They 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.
 - 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.

2 . Specific Learning

- 2.1 Performance management arrangements: We met with the Head of Service for Performance and a Senior Analyst.

Key learning points:

- Importance of keeping simple format and concise range of performance indicators.
- The performance data being produced in an accessible format for the operational managers to analyse and use to inform and improve service provision for children.
- Role of data analyst to support the operational managers effectively interpret performance data and use it to make a difference.
- Importance of performance team understanding the operation culture and establishing effective communication mechanisms.
- Regular performance oversight, accountability and challenge mechanisms to receive updates on performance that drive improvements

This has provided assurance in relation to the current approach and practice in place in Walsall with many features already in place. There is a monthly performance board chaired by the DCS and this is driving service improvements. The link with colleagues in North Yorkshire has been established and there is scope for further support and guidance on specific issues when required.

There is ongoing work to refine the current reporting tools available on the Mosaic system to support managers with effective performance management. The development of service dash boards which provide 'real time' information about key areas of performance is a high priority which will improve managers' understanding of activity within their service and support improved performance management.

2.2 'No Wrong Door' project for adolescent Looked After Children. This project provides an integrated model of care, placements and outreach for complex adolescents. At its heart are 2 children's homes/specialist hubs. It promotes a systematic approach to working with;

- Children in Need
- Children on the Edge of Care
- Looked After Children
- Care leavers

It provides a holistic approach to 'wrap' services around the young person. It stresses the importance of one consistent person who builds a relationship with the young person and that person stays working with them no matter where they move through care. This can be in addition to the allocated social worker. This person is champion and advocate for the child and under takes this role pro-actively and as a good parent would.

There is strong Partnership commitment into specialist hubs working with young people to develop strengths and reduce risk. The priorities are to reduce high risk behaviour and empower young people to build and restore relationships

The 'No Wrong Door' approach 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 ensures that their needs, no matter how diverse, are addressed within a single team of trusted and skilled workers. The integrated team stays with the young person throughout their journey, be it to prevent care, in care, including health education and social care, across care and out of the care system. It ensures young people are not passed from service to service (door to door) and they have a dedicated, highly trained team around them.

The 'No Wrong Door' model operate from two hubs in different parts of North Yorkshire, bringing together a variety of accommodation options, a range of services and outreach support under one management umbrella. It provides consistent relationships and continuity of key worker as young people move to more independent accommodation.

It promotes a common approach to working with young people across different staff specialism through common training and management and aims to:

- Reduce vulnerabilities
- Engage in education, training and work readiness
- Improve emotional wellbeing
- Reduce criminal activity
- Raise levels of engagement
- Reduce costs to the Local Authority, the NHS and the Criminal Justice system
- For those in residential care it will maintain a relationship of key carers well beyond the physical move from a residential unit, affording our most complex young people a similar opportunity to those who 'stay put' with foster carers. A key aspect of this model is the maintenance of carer relationships throughout a journey

At the point of North Yorkshire developing this model (June 2014) there were 468 LAC of which 229 were aged 12 - 17 years. On an annual basis it is anticipated that the hubs will work with approximately 70 -100 of the hardest to engage young people in placements and 300 - 400 young people on the edge of care. 'No Wrong Door' has played a critical role in:

- reducing their LAC population from 468 to 400 by 2017/18)
- reducing the need for external residential beds (which cost on average £3250 per week)
- reduce remands to custody
- prevent placement breakdowns and crisis presentations to the NHS and other services

The multi-agency team comprises of new specialist roles including

- Life Coach (Clinical Psychologist)
- Communications Support (Speech Therapist),
- Family Circles Worker (to rebuild relationships between young people and their families)
- Education Training
- Placement Support and Homelessness Support

It aims to create a staff culture that is based on restorative and solutions focussed approaches and ensures all staff can deliver a range of evidence based interventions.

Following the learning visit the key initial actions for Children's Service is to:

- Promote and plan a stronger corporate and partnership approach to Walsall's Corporate Parenting role with a more determined champion and advocacy role.
- Develop Walsall's model and approach to achieve better outcomes and reduce costs for teenagers that are on the edge of or enter care and those leaving care.
- Start conversations with Partners initially from health, police, youth services and education about how we can achieve a better multi-disciplinary approach 'wrap' around service for young people.
- Strengthen the Service's current work to reduce the number of teenagers in care and better support those leaving care.

A project team with dedicated project management resource will be established in December to develop clear proposals for a Walsall model by the end of

February 2017. This will consist of representatives from a range of services. It will scope local needs by reviewing the profile of the current population of Looked After Children and Children on the edge of care and review current resources. Clear targets will be set to achieve the required reduction of Looked After Children and Children placed Out of Borough to meet the identified budget savings. The Looked After Children tracking process will be used to drive this and provide regular reports on progress to the Children's Performance Board.

The model will deliver improved outcomes for children and young people and there will be a clear set of performance indicators that will be reported on via the Mosaic system and monitored by the Children's Performance Board.

3. Potential Financial implications:

- 3.1 North Yorkshire Children's Services received £2.15m from the DFE Innovation Fund to support the implementation of the model. This was to supplement £4.65m of local investment. The 'No Wrong Door' model will contribute to planned reductions in numbers of Looked After Children which in total is expected to realise savings in excess of £2m per annum. In addition it is expected that there will be financial benefits to the Local Authority, Police and NHS through reduced remands to custody, criminal behaviour, Out of Authority placements, young people missing, placement breakdown, and crisis presentations to CAMHS and A&E.

4. Conclusions:

- 4.1 Given the proposed budget savings in respect of LAC and Out of Borough placements the model provides a potential framework for transforming the approach within Walsall of working with vulnerable teenagers and improving the quality of service they receive. There is work currently underway to explore a more systemic, multi –agency approach to working with this group of young people and there is significant potential, drawing on this and other models to reconfigure current resources to develop our own Walsall model that is better for children and makes savings.

‘No Wrong Door’

Rethinking Care for Adolescents

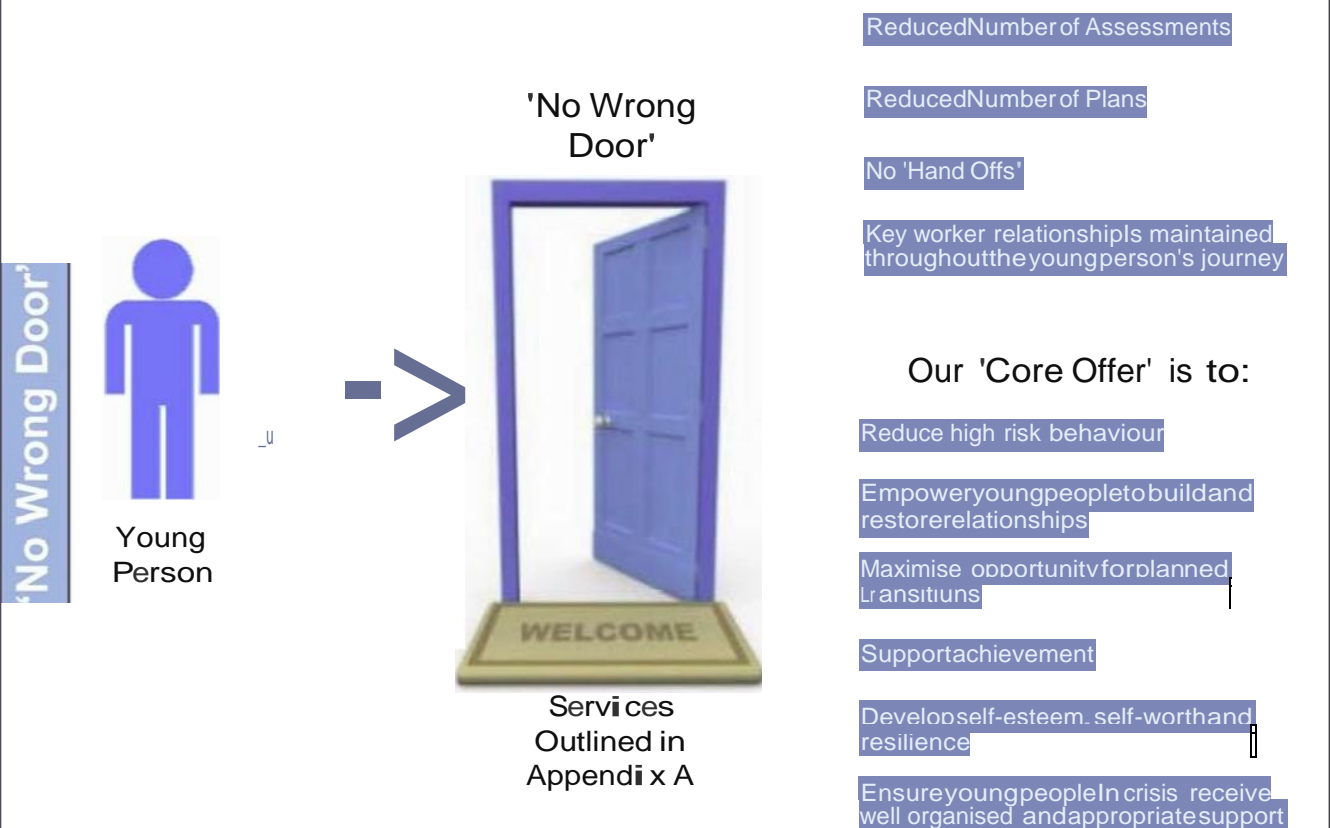
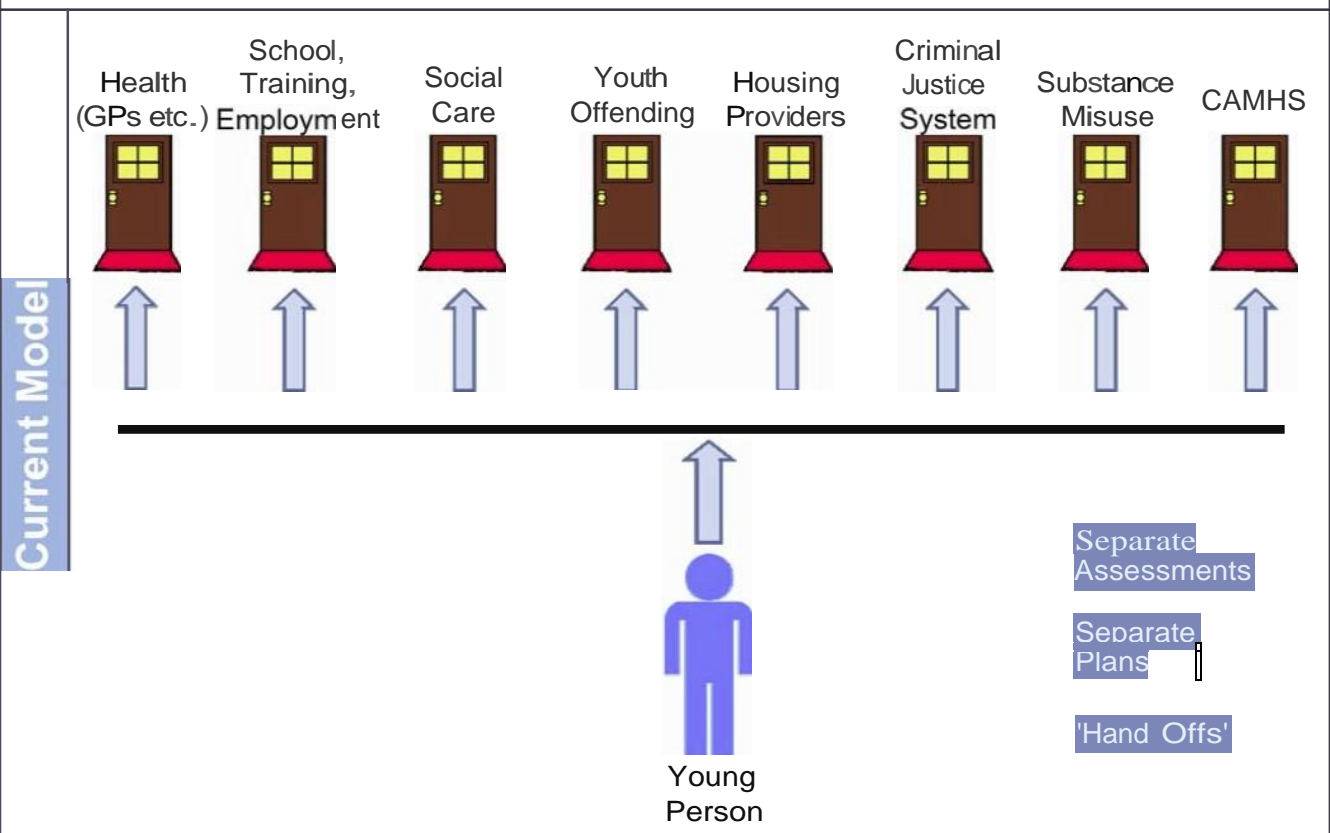


The ‘No Wrong Door’ innovation ensures that, through one key worker, young people access the right services at the right time and in the right place to meet their needs

‘It provides a consistent trusting relationship for young people that sticks with them no matter how they move through care’

August 2014

How 'No Wrong Door' differs from the current model



Hub specialisms-working with young people to develop strengths and reduce risks



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1. Foreword

Director of Children and Young People's Services – North Yorkshire

I fully support and positively endorse the introduction of the 'No Wrong Door' model in North Yorkshire.

Given what we know about the disruptive lives of young people, and the difficulty of those entering care as adolescents to form stable and constructive bonds, North Yorkshire is proposing to trial a model which seeks to prevent entry to care for troubled teenagers and where it is necessary to enter care, ensure services are wrapped around young people to prevent placement disruption.

This evidence based approach provides essential consistency for young people who are typically difficult to engage and who have low levels of resilience. I am confident that working across traditional boundaries using common language and shared practice, will improve the journeys of these young people into adulthood.

We are committed to this model and are investing in developing and mainstreaming the approach through our complimentary workforce transformation plan, and an on-going commitment to fund an extended pilot and evaluation period beyond that supported and funded by the Innovation Programme.

We have been putting some of the elements of 'No Wrong Door' in place over the past few years, and staff have been arguing for some time for the approach we are proposing. We have strong foundations – staff team, links to partners, but we need the ambition, resource and support of the Innovation Programme to make it transformational.

As a high performing authority with strong committed partnerships in place, we are very well placed to effectively deliver this model.

Pete Dwyer
Director of Children and Young People's Service
North Yorkshire County Council



North Yorkshire County Council's Proposal for 'No Wrong Door'

A new integrated model of care placements & outreach for complex adolescents - with 2 children's homes at the heart of practice.

The '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

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2. Summary

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 North Yorkshire 'No Wrong Door' innovation will develop an integrated service for our more complex and troubled young people. It will ensure that their needs, no matter how diverse, are addressed within a single team of trusted and skilled workers. The integrated team will stay with the young person throughout their journey, be it to prevent care, in care, across care and out of the care system. It ensures young people are not passed from service to service (door to door) and they have a dedicated, highly trained team around them.

The 'No Wrong Door' model will operate from two hubs in different areas of North Yorkshire. It brings together a variety of accommodation options, a range of services and outreach support under one management umbrella. It will provide consistent relationships and continuity of key worker as young people move to more independent accommodation. It will for the first time bring together a common approach to working with young people across different staff specialisms through common training and management.

The overall outcomes of the 'No Wrong Door' model will be:

- Improve young people's safety and stability

- Reduce vulnerabilities
- Engage in education, training and work readiness
- Improve emotional wellbeing
- Reduce criminal activity
- Raise levels of engagement
- Reduce costs to the Local Authority, the NHS and the Criminal Justice system

We will provide substantially better outcomes for young people, including those who are leaving care, ensuring more young people are able to manage a transition to universal or mainstream services. For those in residential care it will maintain a relationship of key carers well beyond the physical move from a residential unit, affording our most complex young people a similar opportunity to those who ‘stay put’ with foster carers. A key aspect of this model is the maintenance of carer relationships throughout a journey.

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. Our proposals for changing the way services are organised and the systems that support them is supported by evidence from our local reform efforts in recent years.

We have a strong established management team in North Yorkshire with a track record of delivery. We have the partnerships to deliver the local system changes effectively. And we have the political and partner commitment to mainstream and sustain the successful elements of the ‘No Wrong Door’ model.

We are committed to growing and scaling the model beyond North Yorkshire. We will collate evidence to evaluate the approach, and use this data to build a business case that demonstrates the future value of this way of working. We will establish a collaborative of other authorities in the region, and private providers who want to learn from us as we implement the model. We will work with the National Youth Advocacy Service to ensure that young people are fully engaged in the model and can become powerful advocates for this way of working.

We are requesting £2.15m to support the implementation of the model. This complements £4.65m of local investment. The ‘No Wrong Door’ model will contribute to NYCC’s planned reductions in numbers of Looked After Children (LAC) which in total is expected to realise savings in excess of £2m per annum. In addition we expect financial benefits to the Local Authority, Police and NHS through reduced remands to custody, criminal behaviour, out of authority placements, young people missing, placement breakdown, and crisis presentations to CAMHS and A&E.

3. The Problem

At the point of developing this model (June 2014) there were 468 LAC of which 229 were aged 12 - 17 years. On an annual basis it is anticipated that the hubs will work with approximately 70 -100 of our hardest to engage young people in placements, 300 - 400 young people on the edge of care,

250 young people on aspirational activities and 50 - 70 young people placed in accommodation through our homelessness pathway.

‘No Wrong Door’ will play a critical role in reducing NYCC’s looked after 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 (which cost on average £3250 per week), reduce remands to custody, prevent placement breakdowns and crisis presentations to the NHS and other services.

The reasons for young people entering care are varied amongst our target group. By age 14, abuse or neglect accounts for just 42% of entries to care, with 45% accounted for by a mixture of acute family stress, family dysfunction and socially unacceptable behaviour. Alongside this, many face challenges with their mental and emotional health (64%), special educational needs (38%) and substance misuse (32%)¹. Around 9% of those aged 14 or older enter care through the youth justice system. One third of adolescents placed in foster care have been recently cautioned or committed an offence (36%)².

Young people who enter care during their teenage years traditionally spend considerable periods in residential care. This is 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. Some develop complex behaviours. 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 extensive missing episodes. In North Yorkshire the percentage of young people aged 10 – 17 who are looked after and involved in offending behaviour is 8.6%. Over time, young people can become distrusting of positive relationships and develop a self-preservation mechanism of distrust.

4. The Proposal

No Wrong Door Model Characteristics

The ‘No Wrong Door’ model (**Appendix A**) will operate from two hubs in different areas of North Yorkshire. It brings together a variety of accommodation options, a range of services and outreach support under one management umbrella. It will provide consistent relationships and continuity of key worker as young people move to more independent accommodation. It will for the first time bring together a common approach to working with young people across different staff specialisms through common training and management.

The team will comprise new specialist roles including Life Coach (Clinical Psychologist), Communications Support (Speech Therapist), Family Circles Worker (to rebuild relationships between young people and their families), Education Training and Employment Support,

¹ Biehal et al, ‘Evaluation of Multidimensional Treatment Foster Care for Adolescents (MTFC-A)’ 2012 and Farmer et al, ‘Fostering Adolescents’ 2004

² Farmer et al, Biehal et al

Placement Support and Homelessness Support (**Appendix B** - staff structure). But, crucially these specialists will all be trained and managed within the same common approach to working with young people. Our shared practice model (**Appendix C**) places Signs of Safety as the core approach to assessment and planning with young people. It creates a staff culture based on restorative and solutions focussed approaches and ensures all staff can deliver a range of evidence based interventions. This shared practice model will drive staff recruitment, supervision, training and appraisal.

The integrated service will ensure young people have access to a range of accommodation options (including residential care home beds, emergency residential beds, foster family placements, supported accommodation, supported lodgings, and bespoke placements). These options are often denied to our more troubled young people. Young people will be placed in a hub, not in a type of residential home or care placement.

A key worker will provide the stability upon which to help young people develop problem solving and life skills and so improve their outcomes (**Appendix D**). The services they need will wrap around them with the options of moving services to meet their needs (whilst remaining within the hub's intensive level of support). This will mean that there will be a reduction in separate referrals for example to CAMHS or health services. The model's integrated management, culture and training will mean that young people should not hear "that's not our role – we will have to refer you to...". Instead there will be a single entry to the range of services that young people need and deserve.

The 'No Wrong Door' model (**Appendix A**) is underpinned by the following distinctive characteristics:

- A single service providing consistent support to young people wherever they move to
- Prevention of hand-offs between services at points of crisis - with the hub manager having responsibility for a wide range of accommodation options
- A 'Core Offer' to young people (**see Appendix E**)
- Young People at the heart of planning and decision making
- Support focused on strengths as opposed to deficits
- A multi-disciplinary service working to common approaches using Signs of Safety, Restorative Practice and Therapeutic Crisis Intervention
- A culture which provides persistent high challenge and high support to young people, the team and other professionals and does not 'give up'
- The key worker relationship is maintained throughout the young person's journey including during moves between hub placements

To embed this culture, Portfolio Leads will have a quality assurance and supervisory role. They will bring together staff from across the hub and partner services to create the best support plan for a young person. There are 6 Portfolio Leads reflecting our core offer to young people. They will lead on the following 6 areas: safety/risky behaviours, rebuilding relationships, accommodation transitions, education and training, resilience and self-esteem, and emotional health and wellbeing.

Regular case planning meetings will provide the forum for this and produce a learning community across the hub staff and partner services with action learning sets, reviews of practice and shadowing of roles.

The hub's team (including Life Coach and Communication Support Worker) will work '*with*' young people and their families to understand the issues impacting on them. From this a clear plan can be identified i.e. rehabilitation home or longer term support through the hub. Typically residential placements have focussed on crisis and safety but 'No Wrong Door' will allow for the longer term view and the development of relationships to support it.

A young person will identify a key worker they have developed a relationship with, to act as a support and mentor through this process. A 'timeline' for an intervention will be developed during a young person's journey (**Appendix F**). It will include regular review periods to show progress. This will result in an action plan developed '*with*' the young person to provide clarity around what needs to be achieved, when and by whom. Any intervention will aim to reduce risks, build on strengths and is a fundamental reason why the hub will drive improved outcomes for young people.

The hub team will use a range of evidence based interventions including Restorative Practice, Therapeutic Crisis Intervention, Family Group Conferencing and Motivational Interviewing. Signs of Safety sits at the core of our practice model and will be the foundation for how we assess with young people and develop their care plans.

In order to create and sustain this culture of working with young people, we have developed a detailed training strategy and implementation plan (**Appendix G**) which will bring in a seconded trainer for two years.

Structure

The staffing structure of our existing children's homes will be remodelled and along with the extra funding will provide two 'No Wrong Door' hubs, one in Scarborough and one in Harrogate. These hubs will be based in adapted residential children's homes within established community settings. The current staff teams are aware of the potential development of 'No Wrong Door' and are open to improving the service in this way. There is a plan in place to smoothly restructure should our bid be successful.

Each hub will be able to offer the following:

Placements

- 4 medium-term residential children's home placements from 1-12 months whilst family rehabilitation/independence is achieved
- 2 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 family placements allowing young people to 'try out' a foster placement and get used to moving on from residential care

- 2 units of supported accommodation with support from the hub team
- 2 supported lodgings placements with training and support from the hub team
- Bespoke local placements that avoid out of area placements

Services

- Family Group Conferencing with more capacity and specialist training for restorative 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 outward bound activities, developing self-esteem and resilience and group activities to reduce high risk behaviours

Specialist Roles

- Life Coach – A clinical psychologist to provide in house skilled psychological support to young people and the team
- Communication Support Workers - A Speech, Language and Communication Therapist to look at all aspects of communication needs and their impact on understanding and behaviour
- Homelessness Support Workers
- Placement Support Workers
- Education, Training and Employment Workers (ETE)
- Family Circles Worker (Family Group Conferencing)
- Portfolio Leads designed around our core offer (the 6 portfolios are: high risk behaviours, rebuilding relationships, accommodation transitions, education and training, resilience and self-esteem, and emotional health and wellbeing)

Impact

Our theory of change (see **Appendix H**) describes how the ‘No Wrong Door’ model will improve the following outcomes for our young people:

- Improve young people’s safety and stability
- Reduce vulnerabilities
- Engage in education, training and work readiness
- Improve emotional wellbeing
- Reduce criminal activity
- Raise levels of engagement
- Reduce costs to Local Authority, NHS and Criminal Justice System

The ‘No Wrong Door’ model (see **Appendix A**) requires both changes in our practice and our systems.

Our model of practice for all staff in the hub (see **Appendix C**) is theoretically founded with a strong evidence base. At its heart is Signs of Safety as an approach to assessment and planning. The evidence from implementing Signs of Safety shows that young people are safer and more stable and it is associated with reductions in the number of children removed from their families,

and the time that cases are open. Other benefits include better outcomes for families such as increased safety and permanency with increased involvement in identifying solutions to problems³.

Alongside Signs of Safety we are committed to Restorative Practice, Therapeutic Crisis Intervention and a solutions focussed approach. Evidence shows that Restorative Practice⁴ supports young people to take ownership of their behaviour and repair harm. It can reduce the number and level of cautions/convictions, reduce bullying and school exclusions. Evidence from Cornell University shows that Therapeutic Crisis Intervention assists in preventing/reducing crisis, helps young people to learn constructive ways to handle stressful situations and also learn new coping strategies⁵. Solution-Focused approaches reduce placement breakdown and support young people and families to break out of vicious problem-cycles and develop their own solutions⁶.

Our staff will be trained to deliver a suite of evidence based interventions which will also include Family Group Conferencing, Motivational Interviewing and the New Lifework Model.

All of which have their own evidence base supported by recent research from the Children’s Society and NSPCC which link to achieving emotional wellbeing. There are a number of pieces of current research and evaluation which neatly align with our model’s core offer such as ‘Promoting Positive Well-being for Children’⁷.

Underpinning this change in practice, is a set of organisational and system changes. Seven years ago 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 we 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.

From our experience in recent years in North Yorkshire, we have got as far as we can with changing the culture and practice. To go further we now need an umbrella of integrated management, a set of new multi-agency specialist roles, pooled funding and resources, a common recruitment and training plan and a set of common performance indicators. All of which will help raise the standards of practice and the level of support, which in turn will improve young people’s outcomes. Our experience shows that having one management umbrella will improve consistency, minimise disruptions and support collaboration.

To deliver these changes in practice and systems we have organised our work strands into 3 areas:

³ Explored in detail in chapter five of the Signs of Safety Briefing Paper (Turnell, 2012)

⁴ Restorative Justice Council (2010)

⁵ Residential Child Care Project, Cornell University (2010)

⁶ Focus on Solutions (2013), the evidence base as to the effectiveness of the solution focused approach is kept up to date by the European Brief Therapy Association at www.ebta.eu

⁷ The Children's Society 2014

- **Building the Public Value Proposition:** through evaluation building the evidence to demonstrate better outcomes for young people and financial benefits to the Local Authority and partners
- **Sustaining the Authorising Environment:** maintaining support from senior executives, elected members, district councils, schools, CAMHS, and the Police. We will work to secure shared resources, shared indicators and strong partnership arrangements.
- **Creating the Operating Capacity:** through recruitment, training, management and supervision, staff restructuring and a plan to engage young people in the development and delivery of the model.

5. Making it happen

North Yorkshire County Council has an experienced Corporate Director of Children and Young People's Service. Pete Dwyer brings a wealth of knowledge to the table and is keen to develop our services to be at the forefront of innovation. Judith Hay is the Assistant Director of Children's Social Care and is driven to raising standards and improving outcomes for young people. In May 2014, Ofsted's new single inspection framework scrutinised North Yorkshire's services resulting in judgements of 'good' across all seven areas. This means that North Yorkshire is currently placed joint second nationally, out of 29 completed inspections.

The project sponsor is Martin Kelly, Head of Residential and Leaving Care Provision, who comes with 24 years experience of working at every level in residential services. Martin is a member of Children's Social Care's senior management team, with experience of working in three different local authorities as well as the voluntary sector. He has worked on and managed a variety of transformation projects and the development and creation of new services. Since starting in North Yorkshire around 10 years ago he has led the residential homes to be at the forefront of best practice, with them being consistently rated as 'Good' or 'Outstanding' by Ofsted.

Martin will be supported in the development of this project by Janice Nicholson, Principal Residential Manager. She is a highly experienced Registered Manager with several outstanding judgements under her management. She also has a wide range of experience in this field and is passionate about improving outcomes for children. She brings a solutions focused approach and a good understanding of project management and evaluative research. Janice will act as project development lead during the programmes funding period.

The project will be further supported by experienced, committed and motivated hub managers with a team of highly experienced staff (**Appendix B**).

Engagement and partnerships

We sought views on the development of 'No Wrong Door' from a group of identified young people who had previously been in residential care, then moving on through a variety of accommodation options – with varying degrees of success. It was vital to listen to the voice of young people in the development of the model (**Appendix I**). We have also looked at other feedback on services which

tells us young people get confused by having lots of changing workers. They have to repeat their story, be constantly assessed and go through a wide range of systems and processes with different agencies to get help and support. This can cause them to ‘give up’ before they have the support they need to improve their lives. It is also based on our own analysis of what works in North Yorkshire. Feedback from our young people and families on the edge of care tells us they want a consistent worker, who sticks with a young person and family to provide the support they need.

In the development of the model we have consulted widely with key stakeholders and partners (**Appendix J**), including the Police, NHS commissioners, healthcare providers, the Supporting People commissioning body and housing providers. It has received universal support and commitment on every occasion.

During this process we have already highlighted improved ways of working with complex adolescents. For example, the LAC Health Advisor to the children’s homes will now be joined by a more specialist nurse role.

Another example is the addition of a new role within the Police Central Referral Unit. They will provide intelligence about missing young people and child sexual exploitation and ensure that police responses are sensitive and proportionate.

‘No Wrong Door’ has strong sign up across partners which is evident from the letters of endorsement (**Appendix K**). Having key partners on board will help us reduce duplication and delay by sharing resources and skills. This is vital as our young people are in contact with multiple agencies and a wide range of professionals.

Scale and Spread

We are committed to growing and scaling the model beyond North Yorkshire. We will collate evidence to evaluate the approach, and use this data to build a business case that demonstrates the future value of this way of working.

Our scaling and growth plan is to:

- Host a ‘Collaborative’ comprising of a small number of local authorities including the neighbouring City of York, East Riding of Yorkshire and Hartlepool. There have been discussions at DCS level and at associated regional and national events - which indicate good collaboration. Three private Children’s Homes (where our young people are placed out of area) have asked for support in developing a ‘Restorative Practice’ framework. This includes consultancy, oversight, support and training. We will ensure that the ‘Collaborative’ will remain open to new members committed to this way of working
- Within the ‘Collaborative’ we will deliver a two day training/study event, three times a year. This will allow for in depth collaboration with potential partners and allow for ‘seeing the model at work’. Our aim is to create a traded service offer for these training/study events in the long term, generating revenue for NYCC
- For the ‘Collaborative’ we will develop and share a range of commissioning outputs and materials that could be used by our partners and other Local Authorities including: memorandum of understanding across services, service level agreements, service

specifications, key performance indicators, contractual information, data collection, costing models including staffing structures, service budgets, property details and training plans. These can be made more widely available to meet need and would offer a blueprint to other organisations or Local Authorities who would want to commission/set up a similar model

The early proposals for 'No Wrong Door' and the progress that North Yorkshire has already made in residential care has been highlighted as a promising approach in a number of venues recently including:

- ADCS national conference and the Community Care Live conference
- Education Select Committee where the Children's Minister Edward Timpson said *"For example, in North Yorkshire - I had the opportunity to go there to talk to their DCS and to meet some of their foster carers and young people in care or who have left care - they are developing a model called the 'No Wrong Door' programme. This would provide children's homes ... with a hub where they will have outreach support, whether it is health - including mental health - education, mentoring or the continuity of the relationship"*

We recognise for this model to spread elsewhere it has to have the active support of the young people at the heart of it. We will develop two young person's champions/young inspectors who can help to deliver training, feedback and quality assurance from a young person's perspective. They would also seek to change opinion and attitudes about young people in care. We will also run a young person's group in each hub and involve them in the development, delivery and evaluation of the model. To give this national recognition and legitimacy we will work with the National Youth Advocacy Service with whom we have strong relationships.

We plan to thoroughly embed new practice and culture across a range of services and provision. We want to adequately reflect the forward momentum of the new model and development of collaboration with other Local Authorities and providers. As such, we will request that DfE funding for the 'scale and spread' elements be continued across 2016-18.

Evaluation Plan

We will work with an evaluation partner to develop a comprehensive study of the costs and benefits of the 'No Wrong Door' model. We would expect to provide a monthly data collection and receive from our evaluation partner quarterly analysis reports, annual round up reports and a comprehensive final study. We would seek to collect data to inform a detailed cost benefits analysis.

There is an appetite to continue any evaluation past the end of the anticipated initial grant period (March 2016). This is so that an optimum level of qualitative and quantitative data could be collated and analysed. The conclusions of any evaluation would highlight key areas of the service which best improve outcomes for young people, whilst providing value for money for a number of partners. It will therefore help us to further refine and adapt our model. Initial discussions have begun with York University. In order to provide a qualitative and quantitative, longitudinal evaluation we propose that DfE funds are made available across 2016-18, as the model embeds.

6. Finances

Innovation Programme Financial Support

We are requesting funding from the DfE Innovation Programme of £2.15m to support the implementation of the 'No Wrong Door' model, in addition to NYCC's commitment to invest £4.65m over a pilot period running to April 2017. We have carried out a detailed financial costing and estimation of future savings, as well as a structured transition plan to ensure the continued delivery of the model following the cessation of programme support. The majority of the funding would be utilised between the date of a successful award and 31 March 2016; however, we are requesting an element of funding for continued evaluation and scaling of the model into 2016/17 and 2017/18, which will allow us to:

- Properly evaluate the model outcomes, which will naturally take time to filter through the system (including through an innovative review of Therapeutic Crisis Intervention in relation to adolescents and those on the edge of care, in collaboration with Cornell University);
- Ensure we have the resources to work closely with partnering organisations to scale the model in a comprehensive way and share the evaluation learning; and
- To support our young person's groups and champions, which will be critical in our approach to a shared system change

The table below gives a concise breakdown of our financial proposal with summary areas of expenditure and associated timeframes. Further expenditure detail can be found in **Appendices L, M, N and O**.

The funding request outlined below is broadly split across the 6 key areas where we feel that investment is required to really launch the 'No Wrong Door' model and improve outcomes for the young people of North Yorkshire and beyond.

Our experience to date in working with adolescents on the edge of care in a similar manner to that which we would roll out in the full implementation of 'No Wrong Door', yielded very promising results. This adds confidence to our projected outcomes/savings. Over a 12 month period, we worked with 161 young people on the edge of care and monitored their progression through the social care system. By taking an intensive, hands-on approach, only 4.9% went on to become LAC, with over 90% remaining at home or returning home (where they had previously been in care). Without this service we would have expected a higher number of young people to become looked after.

Over several years of small-scale and piecemeal development of 'No Wrong Door', we have built up a good understanding of the ideal structure for the model and the associated investment requirements. For that reason we have every confidence that the figures below are realistic and based on reasonable assumptions.

DfE Funding Request	14/15	15/16	16/17	17/18	
1. Project management / support					
2. Bespoke Training					
- training package design & delivery					
- Training TCIF up to 120 staff (available to all partners)					
- RP training delivery up to 120 staff					
3. New posts:					
- Hub managers and workers (6 posts);					
- Accommodation pathway (2 posts);					
- Outreach / placement support staff (2 posts);					
- ETE transition support (2 posts)					
- Family Circles - relationships & reintegration (2 posts)					
- Life Coaches (CAMHS commissioned – 2 posts)					
- Speech, Language and Communication (2 posts)					
- Administrative case support (1 post)					
- Sessional support staff					
- Central Referral Unit partner support (2 posts)					
- Contract Data Analyst (1 post)					
- Recruitment and induction					
4. Placements:					
- 4 Hub Family Placements (2 in 14/15)					
- 4 Intensive Supported Lodgings Placements (2 in 14/15)					
- 2 Additional Supported Accommodation Placements					
- Increased Bespoke Placement Capacity					
5. Scale, Spread and Evaluation:					
- Positive activities, themed events and quarterly stakeholder workshops					
- No Wrong Door independent evaluation (York University)					
- TCI Evaluation (adolescent / edge of care focus; Cornell University)					
- Young Persons Focus Groups					
- Scale & Spread					
6. Additional Costs (travel, IT, mgt support, fostering assessments)					TOTAL
Total funding request	£528,232	£1,383,260	£126,830	£114,330	£2,152,652

In developing our proposal we have worked closely with our partnering organisations to consider both how the model will successfully continue into 2016/17 and beyond, and also what system cost savings can be realised. Our assessment of these two concepts is explored below.

Financial Benefits

A core principle in our model is that LAC numbers would be lower in NYCC (particularly for adolescents who make up around half of our LAC population) if a wider range of more appropriate responses were available to those at risk of coming into care and with greater outreach/preventative action. 'No Wrong Door' is designed to achieve this, with the additional benefit that when young people do come into care, there is a focus on getting them safely back to a family/community environment. Evidence shows that the best outcomes are achieved with the intensive end to end support of a key worker, who coordinates the specialist support needed. For example during a recent 12 months period the current team worked on 161 edge of care interventions of which:

- 138 (86%) remained at home
- 13 (8%) returned home from care
- 2 (1.2%) remained in LAC placement
- 8 (4.9%) entered care

North Yorkshire bucked national trends by reducing LAC numbers from 494 to 468 (within 6 months). Our edge of care interventions increased by 623% over 7 years which enabled earlier support to families. There was a significant reduction in out of hours crisis placements with evidence of increased safety planning with families, which developed long term resilience. In addition we provided a range of aspirational outdoor activities and themed events and since 2010 our young people have achieved 568 National Governing Body Awards.

We have carried out a detailed assessment of the costs associated with our existing 'as is' model and the costs we expect to see under the hub model. Our profiling has identified a target to reduce the LAC number in North Yorkshire from 468 to 400 by 2017/18. There are a wide range of reasons why we believe this to be realistic and also how 'No Wrong Door' will drive this:

- A focus on 24/7 crisis intervention will result in fewer children becoming looked after;
- Our range of accommodation options will provide tailored solutions based on need with less focus on being in or out of care. Skilled teams will operate across the range of placements and support young people throughout. This will see young people move (with support) to the best type of placement and where possible to a lower cost of provision;
- The introduction of a wider range of foster placements within NYCC will reduce the escalation of cases to specialist status, where this is unnecessary. This will add another tier of provision (sitting between normal and specialist/Hub Community Family Placements) with associated cost savings and increased capacity;
- Recruitment of our own Hub Community Family Placements will mean they are available at short notice. This will have a similar impact in reducing children becoming looked after in crisis or an emergency;
- All of the above points will realise a reduction in hugely expensive external placements.

Projected LAC Profile - Implementation of 'No Wrong Door'						
	14/15	15/16	16/17	17/18	Total Change	Cost Change
Available in-house placements	254	244	234	224	-30	-
Mainstream Carer	169	128	112	112	-57	-
Supplemented Carer	10	15	20	25	15	-
'Advanced' Carer	3	10	15	25	22	-
Specialist Carer	39	37	35	33	-6	-
IFA Placements (CSC)	27	18	9	0	-27	-
Connected Person	78	80	82	84	6	-
In-House Residential	14	13	11	9	-5	-
External Residential (CSC)	10	9	8	7	-3	-
Supported Lodgings	12	14	16	17	5	-
Other *	36	38	40	42	6	-
LAC Placed with Parents	30	27	24	21	-9	-
Total LAC Numbers (excl. DCS) **	428	389	372	375		

POTENTIAL RECURRING SAVINGS	£2,292,000
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* assumes an increase in the number of LAC adoptions

** LAC numbers in the table above exclude those within Disabled Childrens Services. Including those placements would increase the total 14/15 LAC figure to 468 and the 17/18 figure to 400.

Predicting financial savings is inherently complicated within public services due to the enormous range of variables at hand. The above therefore provides the estimated value using the single indicator of reducing LAC. We expect there will be significant additional financial benefits in the following areas:

- Reduction in crisis presentations to all services
- Reduced remands to custody
- Reduced out of authority placements
- Reduced significant incidents
- Reduced young people missing from care
- Improved placement stability
- Reduced criminal behaviour
- Improved engagement in Education, Training and Employment

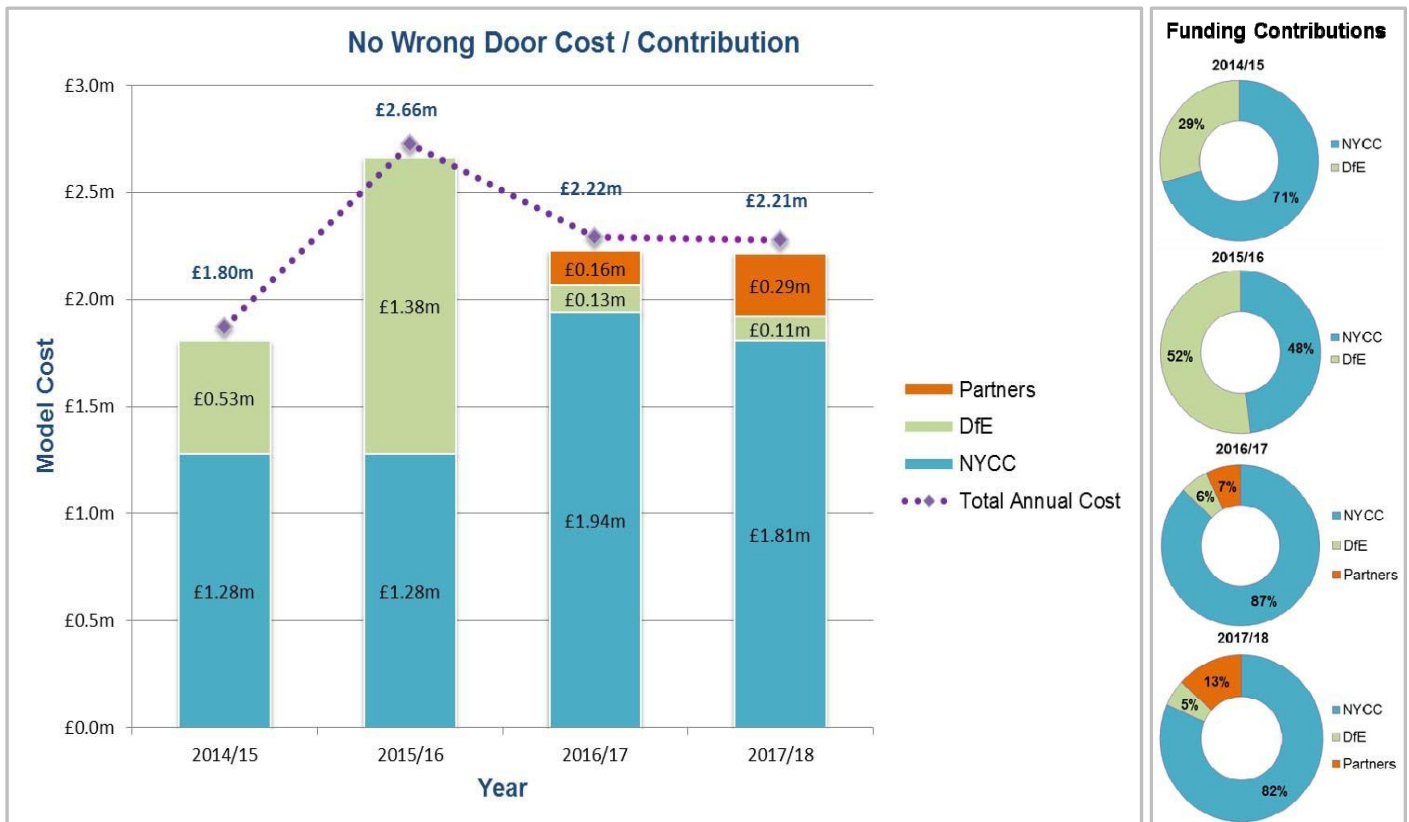
'No Wrong Door' will have an impact on all of the above but significantly on out of county placements, placement stability, reduction in remands and reductions in crisis presentations to all services. We expect these indicators to be part of our evaluation.

We are aiming to focus part of our evaluation support on a detailed cost benefit analysis. This will be at the point when we have a clearer picture of the potential savings, as the implementation of our model progresses. As part of this, we intend to make use of the Department of Communities and Local Government's Cost Savings Calculator to consider the tangential and wider system cost benefits.

Financial Sustainability

The issue of sustainability is fundamental to the hub model and we believe it to be achievable through a combination of DfE funding, NYCC support, commitments from our partners in the coming years and the financial savings we have identified above. We are not complacent of the need to ensure the continued operation of the model, post DfE support and have engaged with a wide range of stakeholders to ensure substantial buy-in and future financial commitment.

The diagram below shows the transition from 2014/15 to 2016/17 in terms of the costs associated with running the hubs and the 'No Wrong Door' model. This will be alongside the transition in sources of funding as they move gradually away from DfE support and towards a long-term sustainable model:



Our evaluation of financial contributions and sustainability of the model is covered in greater detail in **Appendices L, M and N** where full data is set out. The graph above shows how our model will progress over the next 3.5 years to a position where the total operating cost reaches a steady state. Commitments from the Local Authority and other partners including NHS, Supporting People, CAMHS and the Devolved Schools Grant will put the model on a steady footing into the future.

A detailed breakdown of costs can be found in the following appendices:

- Staffing Costs (**Appendix L**)
- Placement Costs (**Appendix M**)
- Costings Model (**Appendix N**)
- Costings Model - backing information (**Appendix O**)

7. Implementation Plan/Timelines

See **Appendix P**

8. Risk Register

We have developed a detailed risk register which evidences our consideration of challenges and risks which could potentially arise from 'No Wrong Door'. It includes a scaling matrix and how, through mitigating actions we have reduced that risk (**Appendix Q**).

The three main areas of risk are:

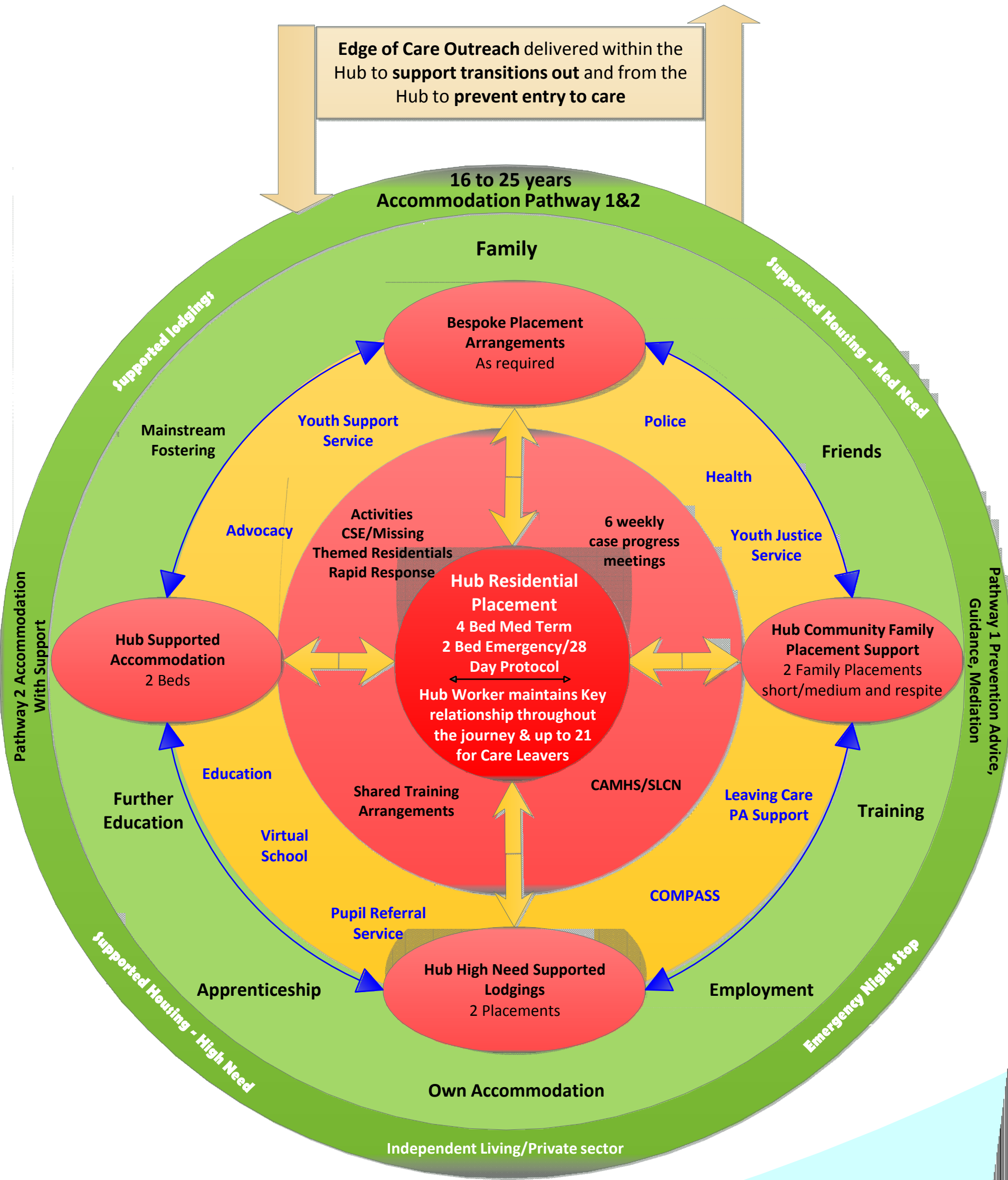
- Unsuccessful at obtaining the required funding through the Innovation Board
- Recruitment of the Clinical Psychologist (Life Coach Worker)
- Recruitment of hub community family placements and supported lodgings providers

To reduce these risks we have taken on board the advice and guidance received from the coaching team. We have also implemented the suggestions made during the peer review process. This was useful in clarifying the areas which needed strengthening in order to fine tune our bid. For the posts, we would work closely with partners (who are already signed up to the model) to fast track recruitment. We would make good use of the recruitment strategy funding to focus on this.

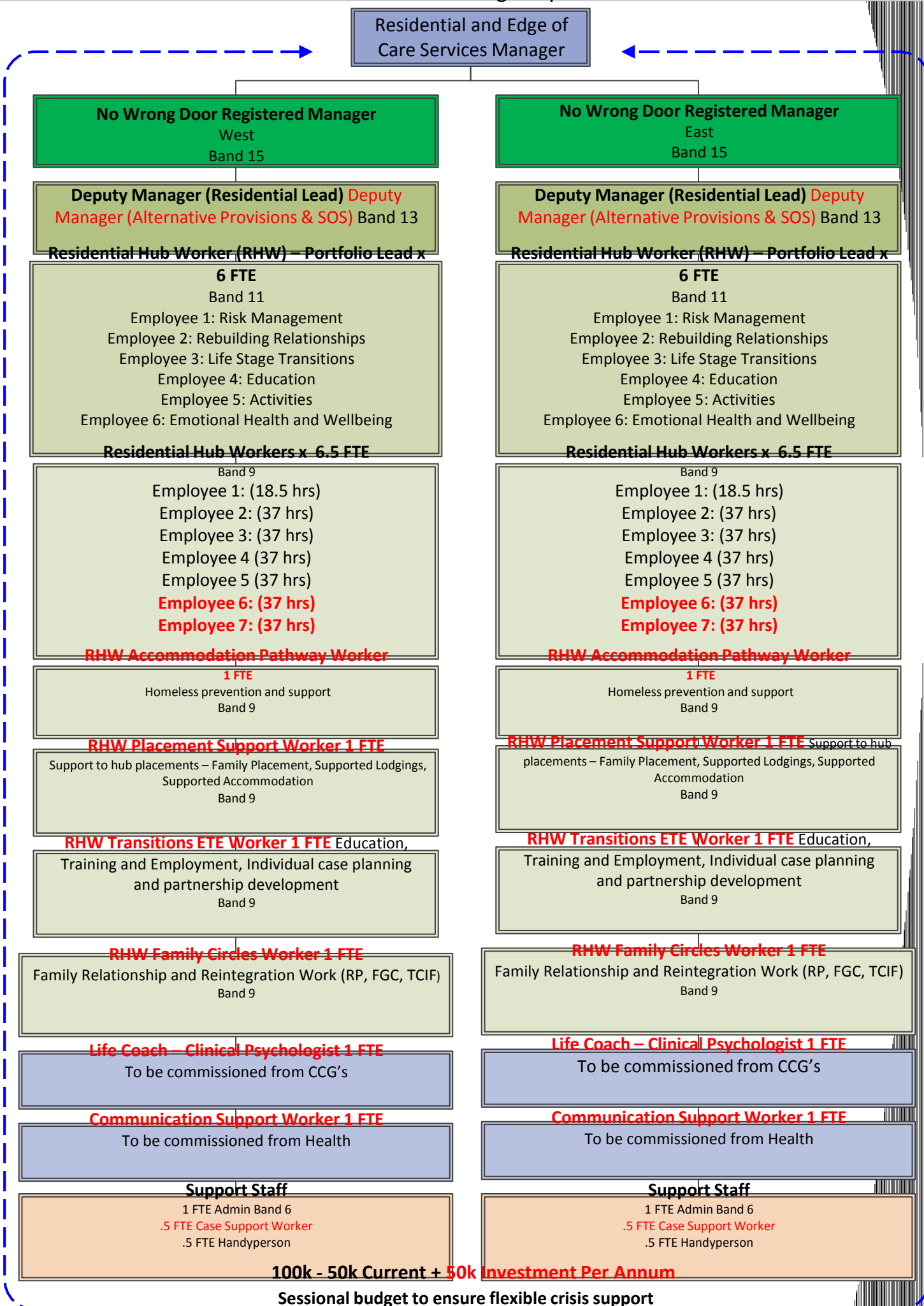
INFORMATION

Please note that during the development of the 'No Wrong Door' model we have used a wide variety of current, relevant research and evidence to underpin our thinking and approach. In addition we have a number of tools and resources to promote positive practice. These would be too numerous to add to this document but are available if required.

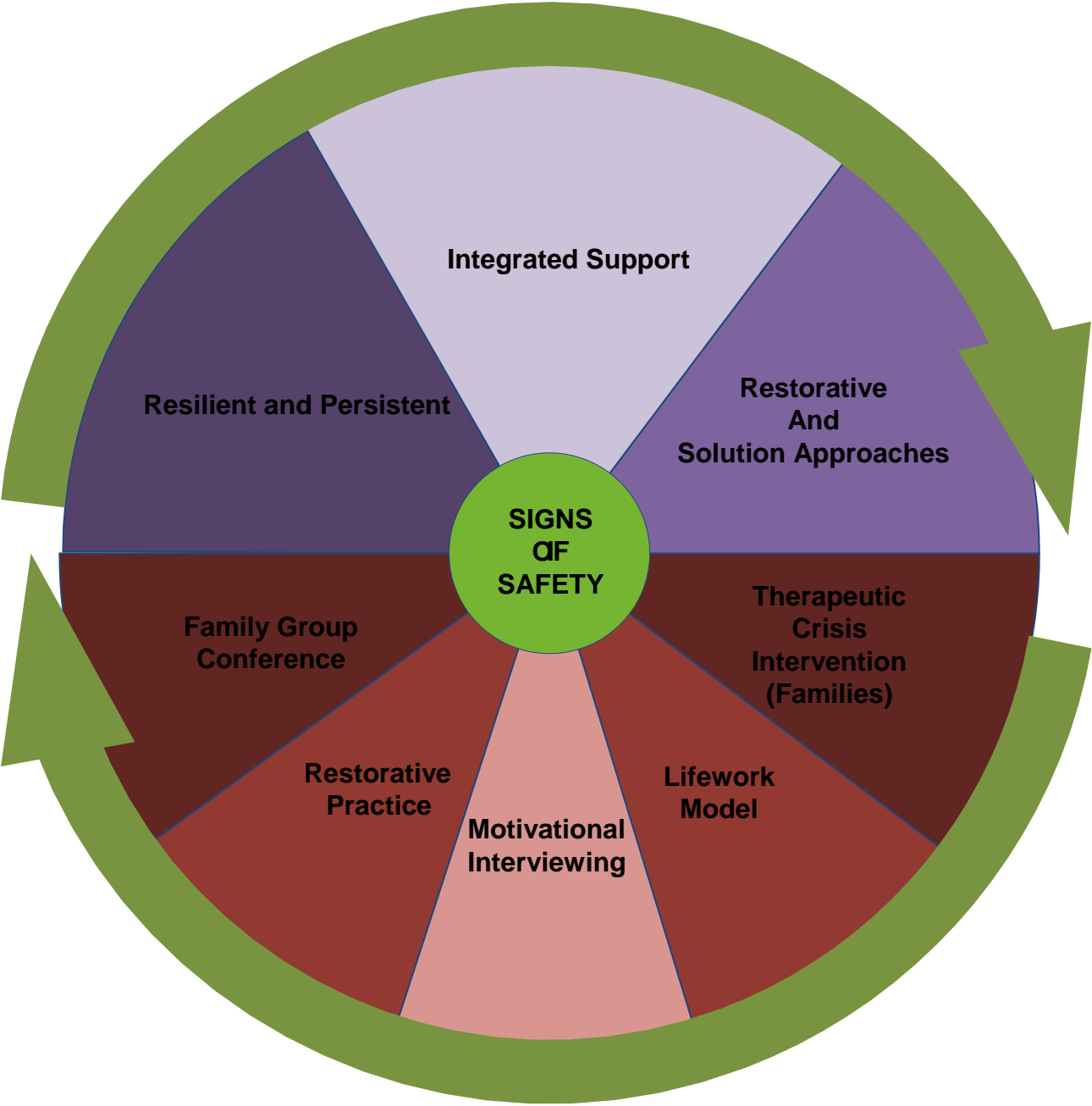
APPENDIX A: 'NO WRONG DOOR'
Adolescent Residential and Edge of Care Transitions Management Hub Model
2 x Hubs to cover NYCC



Head of Children and Young People's Resources



APPENDIX C: ‘NO WRONG DOOR’ - PRACTICE MODEL



APPENDIX D: OUTCOMES

What we want to improve	How the hub model will improve outcomes	Impact of “No Wrong Door” (tested through evaluation)
Safety	Reduce vulnerabilities for those at risk of CSE, missing, teenage pregnancy & drug and alcohol misuse. Provide a risk managed ‘can do’ approach which covers 24 hours a day and understands the needs of complex adolescents. 2 posts in the Police Central Referral Unit will enable us to develop consistent working and flag issues to the police force to ensure they do not work against an agreed multi agency approach	Identify, map and develop analysis of high risk behaviours Appropriately identify CSE with partners
Stability	Will develop more resilient families and placements through experience of staff & use of evidence based practice such as TCI & RP. Develop a shared training and culture across the model, agencies and partners to provide placement stability Reduce LAC where appropriate and maintain young people in families and communities. Provide a range of accommodation options with incremental moves to independence. Improved pathways across Young People’s Housing Pathway (YPHP)	Increased number of yp’s remain in families Reduce adolescent admissions to care Implementation of model increases accommodation options & staffing capacity Increased tenancy stability/common culture
Engagement in education, training & work readiness	Yp’s accessing ETE through linked Hub Workers who pro-actively develop links with local HE institutions /private business/3 rd sector organisations (mentor & provide work experience). Improve positive opportunities, education & life skills Support from Communication Worker Key worker identified by yp – trusted adult with ‘stickability’ supports across traditional pathways	Increased access to ETE across high needs placements Develop links/pathways - private & 3 rd sector Maintaining key support will reduce crisis presentations
Emotional & physical well-being	Develop ‘mental toughness’ & resilience by providing opportunities to increase self-esteem & self-worth. Specialist LAC Nurse drop-in increases service spec & capacity to support high needs. In house Life Coach (Clinical Psychologist) provides solution focussed approaches to interventions - reduce risks and build on strengths.	Increase number of yp’s in high needs placements accessing mental health and physical health support Reduced crisis presentations
Reduced criminal activity	Reduced remands to custody by availability of a range of accommodation options which can be flexibly managed to meet need. Positive activities, SLCN addressed, ETE improved	Reduce remands to custody
Engagement levels	Key worker stays alongside yp along their journey. In house SLCN Communication Worker supports, assesses and provide interventions to develop communication and cognitive skills - includes training to team	Increase in tenancy stability, access to ETE, improved relationships with families = more yp’s stay with family
Reduction in costs to society i.e. LA, NHS, CJS.	Safe reduction in LAC, reduction in crisis presentations, increased employment opportunities, improved stability of relationships with key worker and family. SLCN addressed = improved self-esteem. Life Coach as ‘hurdle help’ Cost/benefit analysis and key data collation	Reduction in high risk behaviours and keyworker stickability provides impact on a range of outcomes

APPENDIX E: '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 fulfillment 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 will be 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 and
- 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.

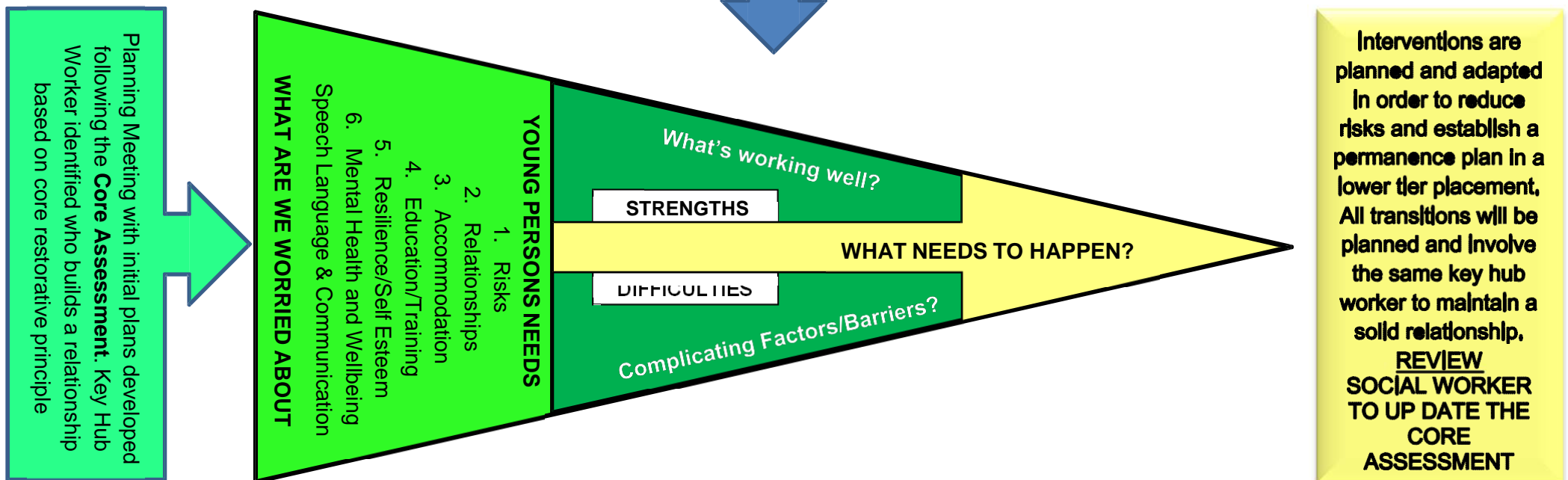
We will reduce the need for adolescents to enter care and fundamentally change the revolving door of disruptions for young people who are the hardest to engage and place. We will serve as a launch pad for independence bringing together a range of services and professionals in order to holistically meet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

APPENDIX F: YOUNG PERSON'S JOURNEY - Showing use of Hub model's in house tool to analyse & plan interventions to support young people's transitions

The Transitions Hub provides a dedicated team including Life Coach Worker, SLCN Worker and the hub's Portfolio Leads/Key Workers
The young person's needs are identified in line with the core approaches of the hub which are:

- 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 & resilience
- 6. Ensure young people in crisis receive well organised and appropriate support

Following the Permissions for Care Pathway – the social work request for placement agreed at Placement Panel/Placement Finding and Matching Panel resulting in 'hub' accommodation.
Core Assessment completed and plan agreed



Range of **Transitions Hub** accommodation options including residential beds, hub community family placement support, high need intensive support lodgings, supported accommodation and bespoke placements. Young people will be supported (If required) through their journey by the Transitions Hub team until either a successful move to a family based placement or until ready for full independence.

APPENDIX G: TRAINING PLAN - 'NO WRONG DOOR'

Training Plan - Seconding a Trainer for 2 Years

Training Need	Length of Course	Total Delegate No.	Total No. Courses	Location	Cost per Unit	No. Units	Av. Venue Costs/ Day*	Total Cost	Comments
Introduction to Restorative Practices and The Effective Use of Circles	2	50	2	Scarborough and Harrogate		2			In house delivery
Restorative Practice Train the Trainer	6	1	NA	External		1			For the in house trainer
Therapeutic Crisis Intervention for Families (TCIF) 3 day de-escalation	3	90	7	Scarborough, Harrogate & Central		8			
TCIF Train the Trainer	5	1	NA	External		1			For the in house trainer
Additional TCIF Training	1	1	2	External		2			In house trainer CPD
Motivational Interviewing	2	50	2	Scarborough and Harrogate		2			Would still require an external course
4 Elements	1	50	2	Scarborough and Harrogate		2			
Bespoke in-house delivery days (resilience, safeguarding, attachment etc.)	1	50	4	Scarborough and Harrogate		8			
Annual Conference Event (Attachment and the Impact of Early Adversity on Adolescents)	1	50	2	Central		2			Would still require this but reduced costs given in house trainer input
Specific training for Employment and Education Coordinators	1	2	4	External		4			Would still require this
Working with Hostile and Resistant Families	1	50	2	Scarborough and Harrogate		2			Would still require this
Working with Hostile and Resistant Families - Trainer CPD	1	1	1	External		1			For the in house trainer
Additional Specific Training (to be commissioned)	1	4	4	External		4			Would still require this but perhaps less.
Signs of Safety Tools	1	50	2	Scarborough and Harrogate		3			Would still require this
Family Group Conferencing	3	2	2	External		2			Would still require this
Outdoor Activity Skills	1	4	4	External		4			Would still require this
An Introduction to Solution Focussed Practice	1	50	2	Scarborough and Harrogate		2			In house delivery
Launch Event	1	50	1	Central		1			Would still require this but reduced costs given in house trainer input
Quarterly Key Stakeholder Events	1	50	8	Central		8			
Part time Trainer (0.5 FTE 2 Yr. Fixed Term incl. On-Costs)						1			
								£ 75,030	

* Venue costs worked out at a low average as we will try to use internal venues where possible.

APPENDIX H: THEORY OF CHANGE - 'NO WRONG DOOR' - A NEW INTEGRATED MODEL OF CARE

PLACEMENTS & OUTREACH FOR COMPLEX ADOLESCENTS - WITH 2 CHILDREN'S HOMES AT THE HEART OF PRACTICE



APPENDIX I: Young Person's Focus Group – 'No Wrong Door'



A number of young adults who had left residential care in the last two years were asked if they were willing to attend a focus group, to get their views and feedback on the proposed model. It was facilitated by trusted residential workers in a central, neutral venue. The group were introduced to the hub model by explaining the model diagram and the hub's 'core offer.' A discussion session followed: asking for general views and questions. Young people were also asked if they would complete a questionnaire.

In discussing the difficulties these young people faced along their journeys out of care, several themes surfaced: young people struggled with transitions, relationships and practical support. It is encouraging that the hub model proposes to address both what the young people said were the main issues for them when they left residential homes and what they identified as could have been useful in making their moves easier. The table below lists the emergent themes alongside how the hub model hopes to mitigate these difficulties.

Themes from young people	How 'No Wrong Door' mitigates
Transitions Moved too quickly, lack of flexibility, struggled to adapt to new placements, not enough follow-on support from children's home	<ul style="list-style-type: none"> • Support is offered before, during and following transitions. • Key Worker sticks with young person throughout transitions. • Portfolio Leads/new roles created to help smooth transitions. • Variety of accommodation types offer flexibility to meet individual need - moving gradually with a safety net.
Relationships Relationships/support from children's home ended, struggled with new relationships	<ul style="list-style-type: none"> • Strong emphasis, underpinned by training, creating positive relationships. • Portfolio Leads/new roles created which help build and maintain relationships. • Relationships continue throughout young person's journey.
Practical Support Unprepared for life outside children's home, struggled to access education/training/employment	<ul style="list-style-type: none"> • In house tools to analyse and plan interventions. • Strong partnership links to ensure young people get the support they need. • Portfolio Leads/new roles created to help young people access opportunities, develop life skills, and prepare them for the future.

The young people in the focus group were positive about the hub model and liked: the variety of placement options and services provided and moves are planned, gradual and based on an individual's needs. They also liked that Key Workers could continue to offer through a young person's journey. One felt that it would be useful for young people got to choose their Key Worker. All young people who attended stated that they would be happy to participate in future focus groups and act as youth mentors to others in care. We plan to harness this enthusiasm and commitment moving forward.

APPENDIX J: ROLES AND PARTNERS

Partner	Type of Organisation & role	Endorsement letters
Housing - Improved stability & support across key transition points for complex adolescents	7 x district councils & 9 x housing/accommodation providers to complete core skills training of TCI & RP (core training for “No Wrong Door model”. Develop shared ethos through ‘restorative recruitment, supervision and appraisal matrix’ & develop shared culture/knowledge base across key transition points. Portfolio lead and Residential Hub Worker for Accommodation Pathway will develop links/act and points of contact between services. Opportunities for accommodation providers to access specialisms within hub i.e. regular ‘surgery’ events by Life Coach/Communication Support posts.	
Health and CAMHS Commissioning - Improved solution focussed approach to CAMHS delivery and interventions. Increased specification for LAC Nurse role	Post discussions - LAC Health Advisor role will be enhanced in future specification to contain capacity and skills for weekly drop in to hub, support & advice to hub teams & attendance at 6 weekly case progress meetings. The role will be upgraded to Specialist LAC Nurse to reflect complexity & need. Consider mainstreaming the Life Coach role to be provided from CAMHS service following next round of commissioning.	
Police - Improved joint understanding of need with analysis of high risk behaviours	Develop shared understanding of needs of complex adolescents through 2 funded roles in Central Referral Units. Provides capacity for key link for 6 weekly case progress meetings to develop more sophisticated understanding of issues and flag up in Police systems. 1 Data Intelligence post gives capacity to focus on areas of high risk to better understand patterns/need i.e. legal highs.	
RIP - On - going relationship providing resources and information	Director for Research in Practice providing endorsement for model and its sound evidential base. Team have opportunity to attend Research in Practice events to build on good practice, have awareness of current thinking and disseminate across the hub model & partners.	
NYAS - Provides voice for young people and quality assurance role across hubs	Engage with National Youth Advocacy Service to develop active support from young people. Develop 2 young person’s champions/young inspectors to help deliver training, provide feedback and quality assure the model. To include running 2 young person’s groups to help develop, deliver & evaluate the model.	
Executive member for CSC	Lead member for Children’s and Young People’s Service(Lead portfolio CSC) - NYCC	
LAC Members Group	Elected Members - NYCC	
DCS	Director Children’s Services - NYCC	Foreword

Partnership Commissioning Unit

Commissioning services on behalf of:
 NHS Hambleton, Richmondshire and Whitby CCG
 NHS Harrogate and Rural District CCG
 NHS Scarborough and Ryedale CCG
 NHS Vale of York CCG

Tel: xxxxxxxxxxxxxx

Reference HB

Martin Kelly
 Head of Residential Provision
 Children's Social Care
 Children's and Young People's
 Service
 North Yorkshire County Council

Sovereign House
 Unit 5 Kettlestring Lane
 Clifton Moor
 York
 YO30 4GQ

31/07/2014

Dear Martin

**Re: Endorsement for the Innovation bid – “No Wrong Door”
 Rethinking care for adolescents in or on the edge of care**

As the Director for the Partnership Commissioning Unit (PCU), working on behalf of the four North Yorkshire Clinical Commissioning Groups, I would formally like to ratify NYCC's Innovation bid for DfE funding for the “No Wrong Door” hub proposal.

Representatives from the PCU's Children and Young People commissioning team and CCG Designated Nurses and Designated Doctors for Safeguarding and Looked After Children have been involved in briefings where the hub model was presented and discussed. In particular I understand there was a very productive meeting with commissioning colleagues, yourself and Janice Nicholson last Friday which looked at the model and how it might fit within the wider health commissioning responsibilities for looked after children.

The PCU is currently working with the 4 North Yorkshire Clinical Commissioning Groups to develop 2015/2016 commissioning intentions for looked after children. The Innovation bid is therefore timely and provides both Clinical Commissioning Groups and local authority partners with an excellent opportunity to co-commission innovative integrated pathways which support early intervention and improving outcomes for some of the most vulnerable children and young people.

The PCU suggest that from a clinical governance perspective, the CAMHs/SLCN ‘health’ elements of the model are managed through a provider ‘hosting’ arrangement which will support integration with existing service pathways, enable provision of clinical supervision and Continuing Professional Development for the posts. The post holders would then be embedded within the local authority transition management hub model.

I wish you every success with your application.
 Yours sincerely

xxxxxxxxxxxxxx

Director of Partnership Commissioning



Crime Operations

Our Ref: SM/RJW

Your Ref:

Date: 31 July 2014

Mr M Kelly
Head of Residential Provision
Childrens Social Care
Childrens and Young Peoples Service
North Yorkshire County Council

Dear Marin

It is with great pleasure, and without any hesitation, I write to endorse and support the aforementioned innovation bid.

Having been a critical friend in respect of such a proposal, I have no doubt that the proposal presents an innovative, bespoke and progressive opportunity to truly have a positive effect on young peoples lives.

As Head of Crime and Justice in North Yorkshire Police, I all too often encounter serious or prolific offenders in adulthood. For too many, for a variety of reasons, have become so through a history of disparate interventions in younger troubled life.

In my view this proposal represents a real opportunity to break such a cycle and provide sustained bespoke support that will make a real difference – I certainly support it.

With kind regards

xxxxxxxxxxxxxxxxxxxx

Detective Chief Superintendent
Head of Crime and Justice Operations

research in practice

Supporting evidence-informed practice with
children and families

Dartington Office:

The Granary
Dartington Hall
Totnes
Devon TQ9 6EE
t: 01803 867692
e: ask@rip.org.uk

Sheffield Office:

Interdisciplinary Centre of the
Social Sciences
3rd Floor
219 Portobello
Sheffield, S1 4DP
t: 01142 227123
e: ask@rip.org.uk
www.rip.org.uk

Martin Kelly
Head of Residential Provision
Children's Social Care
Children's and Young People's Service
North Yorkshire County Council

23 July 2014

Dear Martin,

Endorsement for the Innovation bid – “No Wrong Door” Rethinking care for adolescents in or on the edge of care

Following recent discussions regarding your proposed innovation in adolescent edge-of-care services, I would formally like to endorse NYCC's Innovation bid / DfE funding for the “No Wrong Door” hub proposal.

As a long-standing Partner of Research in Practice, I have observed NYCC's work in this area with interest. I am delighted for you with the results to date – and have very high hopes for further excellent progress should you be successful in this bid. As you know, Research in Practice has produced a range of research resources relating to issues of adolescence, risk, resilience and family functioning; I was most heartened to see how clearly this research is reflected in your proposal.

As part of my role I am frequently asked to review, critique and support bids / proposals from across the country. It is my view that NYCC's bid is well thought-through, evidence-informed and appropriately ambitious. I consider it an excellent proposal and wish you every success in the funding bid.

Yours Sincerely,

xxxxxxxxxxxx
Director, Research in Practice

Dartington

7th August 2014

Mr Martin Kelly
North Yorkshire County Council

By email to martin.kelly@northyorks.gov.uk

Dear Mr Kelly

NYAS has worked with successfully with North Yorkshire County Council for a number of years so that the views, wishes and feelings of some of the most disadvantaged children and young people are heard and acted upon. The 'No Wrong Door' initiative is an example of how the local authority clearly understands the holistic role of the corporate parent and the need to be flexible to meet the needs of children and young people without leaving them feeling with a sense of rejection and poor prospects of achieving their own outcomes.

We fully support the drive to improve, through the opportunity afforded by the DfE Innovations Programme, the care experiences and outcomes for children and young people by the 'No Wrong Door' approach. As lead provider of independent professional advocacy across England and Wales, we are extremely excited to be part of this initiative.

Yours sincerely

XXXXXXXXXXXX

Assistant Chief Executive (Children and Vulnerable Adults Services)

Egerton House Tower Road Birkenhead Wirral CH41 1FN
Tel 0151 649 8700 **Fax** 0151 649 8701 **DX** 17887 Birkenhead **Email** main@nyas.net
www.nyas.net

Patrons:

Chair: **Chief Executive:**

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**County Councillor
Executive Member for Children's Services and
Special Educational Needs**

xxxxxxx

xxxxxxx

xxxxxxxxx

xxxx xxxx

Telephone: xxxxx xxxxxxxx

Email:

17th July 2014

Dear Martin,

**Endorsement for the Innovation bid – “No Wrong Door”
Rethinking care for adolescents in or on the edge of care**

As the Executive Member for Children and Young People's Service with the specific portfolio lead for Children's Social Care, I would formally like to endorse NYCC's Innovation bid / DfE funding for the “No Wrong Door” hub proposal.

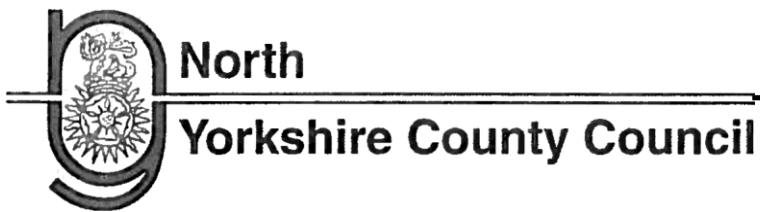
As you know, I have been involved in briefings throughout including from the LAC Member's Group, where the hub model was presented and discussed. In addition, I have encouraged a wider audience around this model as I could see its potential to improve the outcomes for young people, whilst providing a cost effective service.

This resulted in bringing the Children's Minister, Edward Timpson to North Yorkshire to see a range of good practice in action. This included a presentation of the hub model – which was very well received. Subsequently, I am aware that the Minister has mentioned the model in a range of settings to highlight good practice and innovation.

As part of my role I have seen the development of this proposal and the motivation of your team to bring the hub model to 'life'. I would like to add my thanks to the teams which make this happen. I consider it an excellent proposal and wish you every success in the funding bid.

Yours Sincerely

Lead Member for Children's Services and Special Educational Needs



County Councillor
(Thornton Dale & The Wolds)

XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXX XX

Tel: XXXXXXXXXXXXXXXX

E-mail:

Martin Kelly
Head of Residential Provision
Children's Social Care
Children and Young People's Services
North Yorkshire County Council

NYCC

27 June 2014

30 JUN 2014

CHILDREN &
YOUNG PEOPLE

Dear Martin

Member endorsement for the innovation bid – 'No Wrong Door!' Rethinking support for adolescents in or on the edge of care

Following the briefing to the Looked After Children Members Group on Thursday, 19th June 2014, I am writing this letter to offer the Member's Group endorsement for the innovation bid; 'No wrong door'.

The Member's Group can see how developing a hub that brings together a variety of placement types into one team could lead to transitions for young people that would be both dynamic and flexible. We fully support an approach that offers our looked after young people, who may require a period of care in a residential home, a bespoke, planned journey that introduces the concept of living with a family early on.

It is easy for us to understand how adolescents who have had poor experiences in their formative years can go on to develop complex behaviours and may find it difficult to form strong attachments with their carers. What we want for our looked after young people is the support and understanding that can help them break out of what can be a self-destructive cycle. The 'No Wrong Door' approach focussing on a planned journey with specialist support and coaching for the young people whilst ensuring work is done to increase their self-esteem and improve their communication skills, we believe, is a major step forward and will not only contribute to increased engagement but also improved outcomes.

Contld...

We wish you every success for the funding bid. Please pass on this letter of endorsement as appropriate and do not hesitate to contact me if there is any way the Members group can provide further support.

Yours sincerely

County Councillor
Chairman Looked After Children Member's Group

Cc: County Councillor
xxxxxxxxx, Assistant Director"""" Children's Social Care, Children & Young
People's Service

Letter of Endorsement from the Supporting People Commissioning Body
(Representative of Housing Providers)

From: xxxxxxxx
Sent: 19 August 2014 11:32

Hello xxxxxx

After consulting with Commissioning Body colleagues, I am writing to confirm that the Supporting People Commissioning Body supports this approach as outlined.

Please don't hesitate to contact me if you have any further queries.

Thanks

xxxxxxx

xxxxxxxxxxx Corporate
Director Richmondshire District
Council

APPENDIX L: 'No Wrong Door' – Staffing Costs – Without Inflation (See contingency costs)

(Without Project Management)

Budget Streams

	NYCC Base Funding
	DFE Innovation Funding
	NYCC & SP Partnership Invest to Save

Potential Mainstream Funding

	Benefits Realisation and Service Review
	Benefits Realisation
	Review of Accommodation Pathway & SP Contribution
	Review of Specialist Fostering Service
	Review of Pupil Premium/Delegated Schools Grant
	Review of Family Support Service
	Re-commissioning of CAMHS Services
	Review of Delegated Schools Grant
	Funding from NYCC Business Support

Residential Provisions and Services
2 Registered Managers (1xB14 1xB15)
2 x Dep Managers
2 x 3 Seniors
2 x 7.5 CHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

Residential Provisions and Services
2 Registered Managers (1xB14 1xB15)
2 x Dep Managers
2 x 3 Seniors
2 x 7.5 CHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

+

Residential Provisions and Services
2 Hub Managers (B15)
2 x Dep Managers
2 x 6 Portfolio Leads
2 x 4.5 RHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

Residential Provisions and Services
2 Hub Managers (B15)
2 x Dep Managers
2 x 6 Portfolio Leads
2 x 4.5 RHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

Continue Evaluation Pilot
NYCC and SP Funding
NOTE 2 x 2 RHW's Reduced (used to maintain model stability during implementation)
Sessional Budget
2 x Deputy Manager
2 x 4 Role Specific RHW's
2 x Life Coach
2 x 0.5 Communication Support Worker (Reduced)
2 x 0.5 Case Support Worker
Residential Provisions and Services
2 Hub Managers (B15)
2 x Dep Managers
2 x 6 Portfolio Leads
2 x 4.5 RHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

Evaluation Findings
Opportunity to Rationalise Effective Services
Sessional Budget
2 x Deputy Managers
2 x Accommodation Pathway Worker
2 x Placement Support Worker
2 x Transitions ETE Worker
2 x Family Circles Worker
2 x Life Coach
2 x 0.5 Communication Support Worker
2 x 0.5 Case Support Worker
Residential Provisions and Services
2 Hub Managers (B15)
2 x Dep Managers
2 x 6 Portfolio Leads
2 x 4.5 RHW's
2 x 1 FTE Admin
2 x 0.5 Handyperson
Sessional Budget

Current Base Staffing budget FL + Stepney + Outreach
TOTAL



2014/15 April to Dec Base budget – FL + Stepney + Sessional Budget
TOTAL

+

New model with additional DFE funding Year 1 Pro Rata Jan – March 2015
TOTAL



New model with additional DFE funding Year 2 2015/16
TOTAL



New model with additional NYCC Pilot Funding Year 3 2016/17
TOTAL



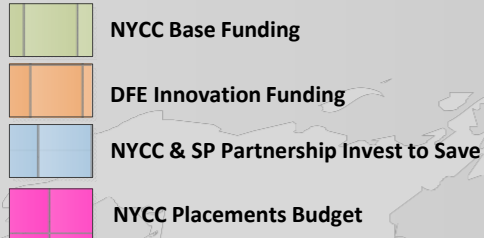
New model Mainstreamed 2017/18
TOTAL

Full Year 2014/15 Budget £1,311,240

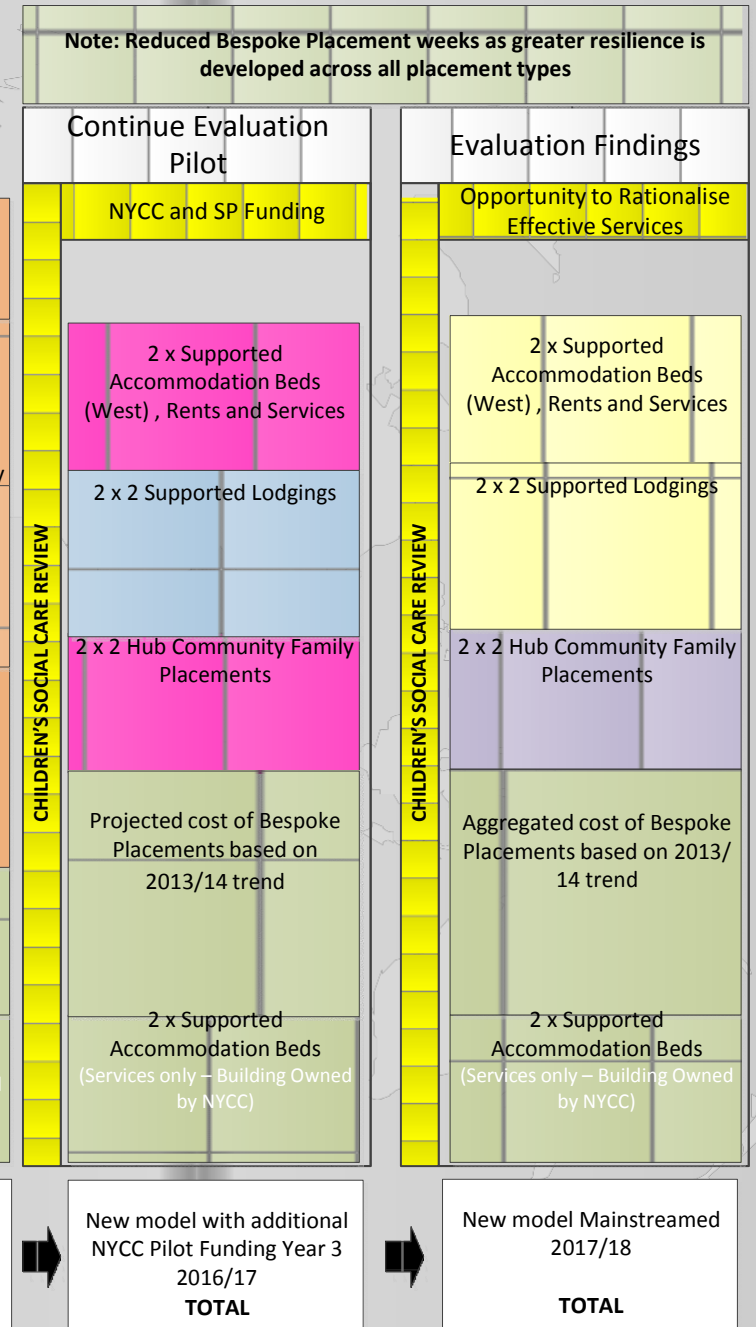
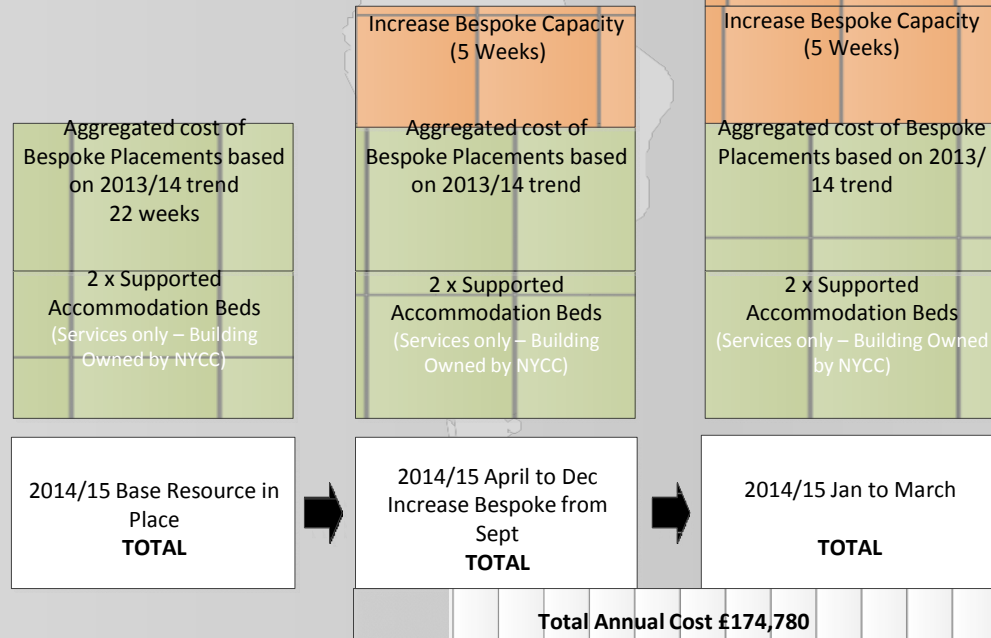
Amended 30.07.14

APPENDIX M: 'No Wrong Door' – Placement Costs

Budget Streams



Potential Mainstream Funding



APPENDIX N: 'No Wrong Door' - DfE Innovations Funding Bid Costing - v6

Key:

Cost Component	Value
Hub Costs	1000
One-off Service Cost	1000
Service Costs	1000
Total	3000

Summary:

Staffing

Placements

Miscellaneous

Total

2,152,650

Activity	Unit Cost p/a	Total Cost p/a	Projected Cost (Start – Mar 16)
New Posts 2 x Deputy Manager to provide support to the alternative provisions – (NYB13)			
New Posts 4 x Residential Hub Worker to provide support to hub model – (NYB09)			
New Posts 2 x Accommodation Pathway Worker (Homeless Prevention & Support) – (NYB09)			
New Posts 2 x Placement Support Worker (Support to Hub Placements - Fostering, Supported Lodgings, Supported Accommodation) – (NYB09)			
New Posts 2 x Transitions/ ETE Worker (Education, Training & Employment, Individual Case Planning & Partnership Development “Launch Pad for Independence”) – (NYB09)			
New Posts 2 x Family Circles Worker (Family Relationship & Reintegration work FGC/RP/TCIF) – (NYB09)			

[illegible]

Activity	Unit Cost p/a	Total Cost p/a	Projected Cost (Start – Mar 16)
New Posts 2 x Life Coach - Commissioned from CAMHS (*Costs £xxK p/a + 25% on-costs)			
New Posts 2 x Speech, Language and Communication Needs (SLCN) Workers To assess & tailor interventions to support families & young people. To develop and deliver specialist training packages to team. *Costs (which inc. mileage & equip costs) confirmed by CA Howe			
New Posts 1 x Case Support Worker (2 x 0.5 FTE) Provide all business support – (NYB06)			
Sessional Budget To cover all hub activity			
New Posts 4 x Hub Community Family Placements (2 in 1st yr) * Costs confirmed by A Shaw			
Supported Accommodation Rents and Services			
High Needs Intense Supported Lodgings Costs Commissioned service (4 x hubs) * Based on £xx p/wk (Staying Put type)			
Bespoke Accommodation Costs Costs of rental properties, equipment, promote rehabilitation/ contact, food & refreshments (2 x hubs)			

Start Month	Type
Jan 15	Staffing
Jan 15	Staffing
Jan 15	Staffing
Jan 15	Staffing
Jan 15	Placements
Jan 15	Placements
Jan 15	Placements
-	Placements

Activity	Unit Cost p/a	Total Cost p/a	Projected Cost (Start – Mar 16)
4 x Fostering Assessment p/a			
New Posts 1 x Project Support (NYB14)			
Backfill (3 months) Development of Assessment and Intervention tool to support hub model practice			
Recruitment Strategy Includes advertising costs, suitability selection days & induction events for posts/ service need			
Training Strategy includes trainer 0.5 Development of training plan & delivery *Costs confirmed by G Dickinson			
Training TCIF to all Hub workers and across partnerships (for 120 people)			
TCI Evaluation Across Partnership To be completed by Cornell University			
RP Training across Hub and partnerships (for 120 people)			
Positive Activities and Themed Events Costs of events and residentials including specialist instructors, award accreditation and incidentals (including work around CSE, Missing and High- Risk)			
Additional Mgt Support Costs To provide effective 24/7 management support, additional services will incur additional payments for stand by arrangements			

Start Month	Type
-	Miscellaneous
Sep 14	Miscellaneous
-	Miscellaneous
-	Miscellaneous
-	Miscellaneous
-	Miscellaneous
-	Miscellaneous
-	Miscellaneous
Jan 15	Miscellaneous
Jan 15	Miscellaneous

Activity	Unit Cost p/a	Total Cost p/a	Projected Cost (Start – Mar 16)
Additional Mileage Costs To support hub service provision and include all elements of the hub model			
Additional IT Costs To support the hubs full service provision (additional costs of kit/ maintenance from ICT)			
Key Stake Holders Events Quarterly events including costs of venues/refreshments and business support			
2nd year Key Stake Holder event To review model and outcomes with key stake holders event & venue costs			
Scale & Spread			
Young Peoples Focus Group, Mentoring and Quality Assurance (commissioned through an Advocacy Service)			
New post 1 x Intelligence Analyst to review CSE, Missing, High-Risk Behaviours, Legal highs - (NYB11)			
New posts 2 x Police / Central Referral Unit to undertake Partnership work around CSE, Missing, High-Risk Behaviours and Substance Misuse			
5% Evaluation Costs			
Staffing Contingency 3% Vacancy factor built into NYCC staffing budgets above			

Start Month	Type
Jan 15	Miscellaneous
Jan 15	Miscellaneous
Jan 15	Miscellaneous
-	Miscellaneous
Jan 15	Miscellaneous
-	Miscellaneous
Jan 15	Miscellaneous
Jan 15	Miscellaneous
Jan 15	Miscellaneous
Jan 15	Miscellaneous

TOTAL COST	-	-	2,152,650
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Total Service Cost	-	-	598,720
Total Hub Cost	-	-	1,239,230
Total One-off Service Cost	-	-	314,700

		As is		Apr - Dec 14		Jan - Mar 15		Total	15/16		16/17		17/18		14/15 - 17/18		
		FTE req.	Budget req.	FTE req.	Budget req.	FTE req.	Budget req.		FTE req.	Budget req.	FTE req.	Budget req.	FTE req.	Budget req.	DfE Funding		
Staffing costs	Role	Band															
	Deputy Manager - Outreach	NYB13	-	-	-	-	2	-	-	2	-	2	-	2	-	104,991	
	Res Hub Worker	NYB09	-	-	-	-	4	-	-	4	-	4	-	4	-	145,791	
	Residential Accommodation Pathway Worker	NYB09	-	-	-	-	2	-	-	2	-	2	-	2	-	72,897	
	Residential Placement Support Worker	NYB09	-	-	-	-	2	-	-	2	-	2	-	2	-	72,897	
	Residential Transitions ETC Worker	NYB09	-	-	-	-	2	-	-	2	-	2	-	2	-	72,897	
	Residential Family Circles Worker	NYB09	-	-	-	-	2	-	-	2	-	2	-	2	-	72,897	
	Life Coach	-	-	-	-	-	2	-	-	2	-	2	-	2	-	149,644	
	Comm Supp Worker	-	-	-	-	-	2	-	-	2	-	2	-	2	-	152,823	
	Case Supp Worker	NYB06	-	-	-	-	1	-	-	1	-	1	-	1	-	26,468	
	Sessional Budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,577	
	Hub Manager	NYB15	-	-	-	-	2	-	-	2	-	2	-	2	-		
	Deputy Manager	NYB13	-	-	-	-	2	-	-	2	-	2	-	2	-		
	RHW (Portfolio Lead)	NYB10	-	-	-	-	12	-	-	12	-	12	-	12	-		
	Res Hub Worker	NYB09	-	-	-	-	9	-	-	9	-	9	-	9	-		
	Admin	NYB06	-	-	-	-	2	-	-	2	-	2	-	2	-		
	Handyperson	NYB06	-	-	-	-	1	-	-	1	-	1	-	1	-		
	Sessional Budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Registered Manager	NYB15	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Registered Manager	NYB14	-	-	-	-	-	-	-	-	-	-	-	-	-		
Deputy Manager	NYB13	-	-	-	-	-	-	-	-	-	-	-	-	-			
Senior Children's Home Worker	NYB11	-	-	-	-	-	-	-	-	-	-	-	-	-			
Children's Home Worker	NYB09	-	-	-	-	-	-	-	-	-	-	-	-	-			
Admin	NYB06	-	-	-	-	-	-	-	-	-	-	-	-	-			
Handyperson	NYB06	-	-	-	-	-	-	-	-	-	-	-	-	-			
Sessional Budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Above Funded by:																	
NYCC Base Budget			0		0		0	0		0		0		0	0		
DfE Innovations funding			0		0		0	0		0		0		0	0		
NYCC & SP Partnership to Invest			0		0		0	0		0		0		0	0		
Benefits Realisation & Proj. & Service Review			0		0		0	0		0		0		0	0		
Benefits Realisation			0		0		0	0		0		0		0	0		
Review of Accommodation Pathway & SP Cont.			0		0		0	0		0		0		0	0		
Review of Specialist Fostering Service			0		0		0	0		0		0		0	0		
Review of PPI DSG			0		0		0	0		0		0		0	0		
Review of Family Support Service			0		0		0	0		0		0		0	0		
Re-commissioning of CAHMS			0		0		0	0		0		0		0	0		
Review of DSG			0		0		0	0		0		0		0	0		
Funding from NYCC Business Support			0		0		0	0		0		0		0	0		
			925,860		706,910		407,092	1,114,002		1,678,250		1,489,960		1,489,960	5,772,172		
For information:																	
Forest Lane, Steppes Road & Woodleigh Outreach budgets																	
Not Included in Above Funding Breakdown:																	
Supplies & Services (NYCC Budget remainder)																	
Total Budget (Staffing) Required															6,565,102		
Placement Costs	Placements Funding required:																
	2 x External Supported Accommodation																
	4 x High Needs Intense Supported Lodgings (only 2 in 14/15)																
	4 x Hub Community Family Placement (only 2 in 14/15)																
	Increase in Bespoke Placement Capacity																
	Bespoke Placements																
2 x Internal Supported Accommodation																	
Above Funded by:																	
NYCC Base Budget																	
DfE Innovations funding																	
NYCC & SP Partnership to Invest																	
Review of Specialist Fostering & Benefits Realisation																	
Review of Accommodation Pathway Funding																	
Total Budget (Placements) Required															1,312,500		
Miscellaneous Costs	Fostering Assessment																
	1 x Project Support (staffing) - (NYB14)																
	Backfill																
	Recruitment Strategy																
	Training Strategy																
	Training TCIF																
	TCI Evaluation																
	RP Training																
	Positive Activities & Themed Events																
	Additional Mgt Support Costs																
	Additional Mileage Costs																
	Additional IT Costs																
	Key Stakeholders events																
	Key Stakeholders events (2nd year)																
	Scale & Spread																
	YP Focus Group																
1 x Intelligence Analyst (staffing) - (NYB11)																	
2 x Police/ Central Referral Unit (staffing)																	
Evaluation Funding																	
NYCC "In Kind" contribution																	
Total Budget (Miscellaneous) Required															1,022,170		
Totals & Breakdowns	TOTAL FUNDING REQUIRED (INC. "IN KIND")																8,899,772
	Funded by:																
	NYCC (Inc. "In Kind" cost.)																
DfE																	
Partners																	
Funding ratio:																	
NYCC (Inc. "In Kind" cost.)																	
DfE																	
Partners																	
Total Funding Required - minus "In Kind" contribution															8,711,252		

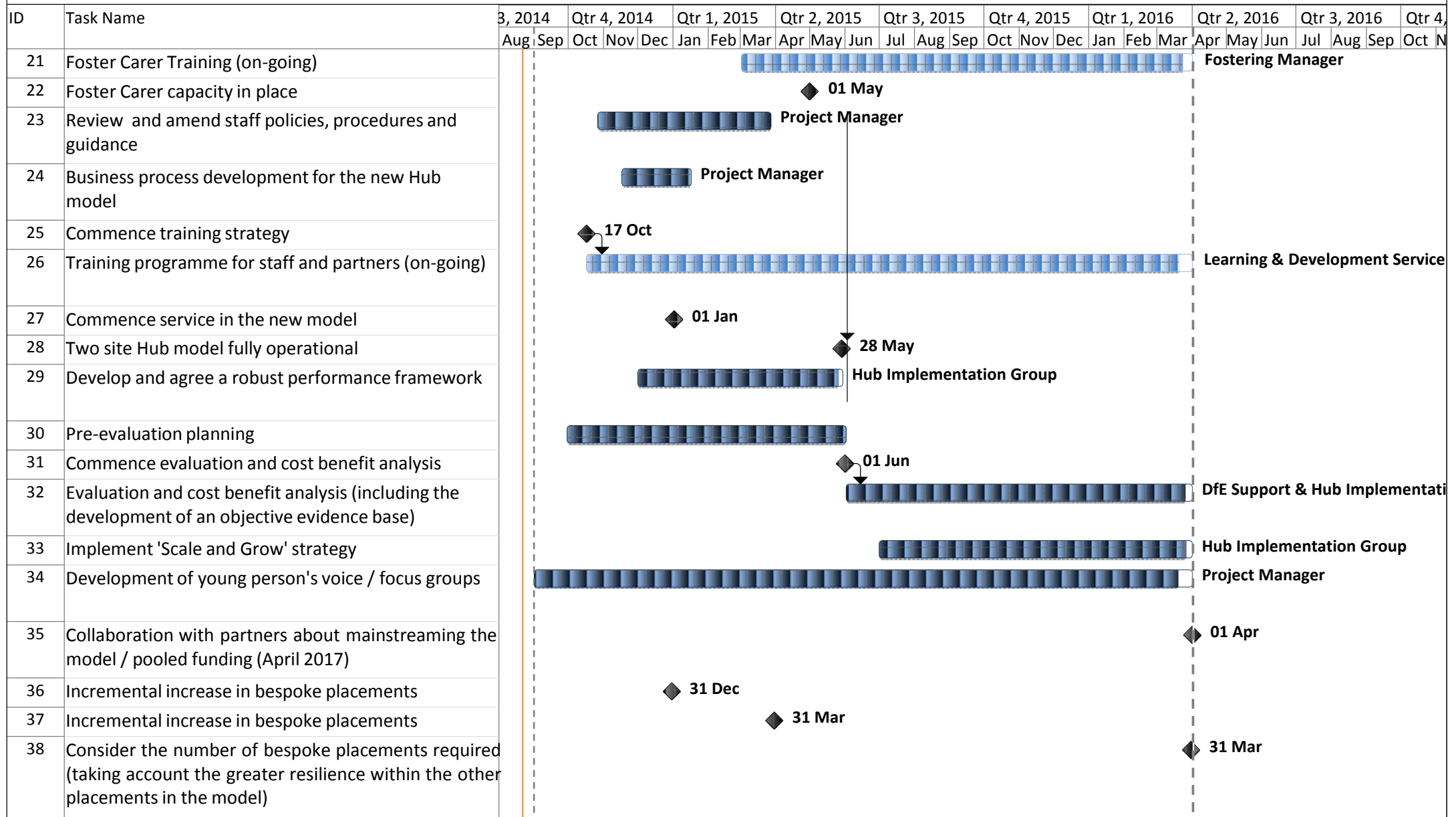
APPENDIX P: 'No Wrong Door' - Implementation Plan (01/09/2014 - 01/04/2016)

APPENDIX P

ID	Task Name	3, 2014		Qtr 4, 2014			Qtr 1, 2015			Qtr 2, 2015			Qtr 3, 2015			Qtr 4, 2015			Qtr 1, 2016			Qtr 2, 2016			Qtr 3, 2016			Qtr 4,	
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	N
1	Approval of Innovation Programme grant funding		◆ 05 Sep																										
2	Appoint a Project Manager and assign project support		◆ 08 Sep																										
3	Project control development (including detailed project plans, risk and issue logs, highlight reports, risk registers)																												
4	Communication strategy across Children's Social Care and other services (on-going)																												
5	Commence recruitment programme																												
6	Establish multi-agency Hub Implementation Group (HIG)																												
7	Children's Homes remodelling, transformation and recruitment																												
8	Hub recruitment (key additional posts) in place																												
9	Identify Supported Accommodation in the west area																												
10	Review of existing buildings																												
11	Remodel Children's Homes accommodation																												
12	Identify additional office accommodation																												
13	Identify additional building capacity for bespoke placements and themed residential / activities																												
14	Supported Lodgings - recruitment and fast-tracked assessment																												
15	Supported Lodgings training																												
16	Supported Lodgings (2 places available)																												
17	Supported Lodgings (4 places available)																												
18	Foster Carer - recruitment campaign (fast-tracked)																												
19	Foster Carer - fast-tracked assessment (Form F)																												
20	Foster Carer induction																												

APPENDIX P: 'No Wrong Door' - Implementation Plan (01/09/2014 - 01/04/2016)

APPENDIX P



APPENDIX Q: RISK LOG

Project:	Innovation Programme Bid
Project Manager:	Janice Nicholson/Martin Kelly

No	Date Raised	Description & Consequences	Owner	Pre Mitigation Ranking			Mitigation(s)	Post Mitigation Ranking			Last Reviewed	Status
				Likelihood	Impact	Score		Likelihood	Impact	Score		
1	09/07/2014	Bid does not get through IP Board	JN/MK	Low	High	3	Develop final bid with advice from Matthew Horne	Low	High	3	29/07/2014	Open
2	09/07/2014	Housing partners do not accept offer of service to cover 4.5 posts	JN/MK	Medium	Medium	4	Meet with Avril Hunter and Jill Boak	Low	Medium	2	29/07/2014	Open
3	09/07/2014	Transformation of Residential Service does not align with IP Board decisions	JN/MK	Medium	Medium	4	Meet with Sarah Cooke (HR), develop plans to remodel children's homes	Low	Medium	2	29/07/2014	Open
4	09/07/2014	Annual Leave impacts on delivery of full bid to IP Board	JN/MK/MH	Low	Low	1	Develop clear plan for work with timescales	Low	Low	1	29/07/2014	Open
5	09/07/2014	Partial funding is offered through IP Board	JN/MK	Low	Low	1	Develop optimum bid with advice from Matthew Horne	Low	Low	1	29/07/2014	Open
6	09/07/2014	Partners will not endorse plans to mainstream	JN/MK/JH	Medium	Medium	4	Develop whole systems approach supported by DCS & AD, Hub Implementation Group	Low	Medium	2	29/07/2014	Open
7	09/07/2014	Initial costs and benefits are mis- matched	JN/MK/RS/ML	Low	Medium	2	Develop clear and robust costing model, cost benefit analysis	Low	Low	1	29/07/2014	Open
8	09/07/2014	Financial costings/models do not support proposal	JN/MK/RS/ML	Low	Medium	2	Align model and proposed budgets, cost benefit analysis	Low	Low	1	29/07/2014	Open
9	09/07/2014	Recruitment of staff	JN	Low	Medium	2	Develop systems to pump prime recruitment (i.e. JD's) and fast-track recruitment process	Low	Medium	2	29/07/2014	Open
10	09/07/2014	Recruitment of hub family placement	JN	High	High	9	Develop systems to pump prime recruitment (i.e. JD's) and fast-track recruitment process	Low	High	3	29/07/2014	Open
11	09/07/2014	Timely recruitment of SLCN	JN	High	High	9	Develop systems to pump prime recruitment (i.e. JD's) and fast-track recruitment process	Low	High	3	29/07/2014	Open
12	09/07/2014	Timely recruitment of Life Coach	JN	High	High	9	Develop systems to pump prime recruitment (i.e. JD's) and fast-track recruitment process	Medium	High	6	29/07/2014	Open
13	09/07/2014	Procurement of contracts	JN	High	Medium	6	Liaise with SLCN lead and CAMHS Lead, fast-tracked procurement route for SLCN	Low	Medium	2	29/07/2014	Open
14	09/07/2014	Identification of property	JN/MK	Medium	Medium	4	Liaise with district councils, Hub Implementation Group	Low	Medium	2	29/07/2014	Open
15	09/07/2014	Recruitment of supported lodgings	JN	High	High	9	Utilise Leaving Care support, Hub Implementation Group	Low	High	3	29/07/2014	Open
16	09/07/2014	Change in leadership and political profile	MK	Low	Medium	2	Model has universal support On-going communication with all stakeholders	Low	Low	1	29/07/2014	Open
17	09/07/2014	Individual Ofsted inspectors interpretation of standards and regulations	MK	Medium	High	6	Early communication with the DfE and nominated inspectors	Low	High	3	29/07/2014	Open

Risk Scoring Matrix

Impact			
High	3	6	9
Medium	2	4	6
Low	1	2	3
	Low	Medium	High
	Likelihood		