

# Investing in the early help workforce

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## Friday 5 July

# Rachael Wardell, Chair Workforce Development Policy Committee

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DCS Merton London Borough Council

# North Yorkshire County Council No Wrong Door



***Stuart Carlton***  
***Corporate Director – Children  
and Young People’s Service***

# No Wrong Door

## NWD is.....?

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

### It provides:

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

### But NWD is so much more than that .... it has:

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

**IT'S ABOUT WHOLE CHILDREN'S SERVICE SYSTEMIC CHANGE**

# No Wrong Door

## The essentials are:

NWD has a set of provocations that underpin & inform the asset-based model.

For example:

- Would this be good enough for my child?
- Managing risk for the organisation or risk to the young person?
- A shared approach to parenting from across partner agencies?
- What kind of adult do we want them to be at 20? 35? 50?
- NWD's values - young people cared for in family-based settings

**Pressures.... we need whole-system approaches to build on existing local improvement and innovation work to deliver transformational change!**

*“NWD ... remodelling social care systems in this way is an ambitious, complex challenge requiring strong and effective leadership, and the creation of new partnership arrangements with a range of local partners”*

*Innovation Unit 2017*

# No Wrong Door

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

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

**Systemic service wide integrity – ‘sticking with’ young people**

## No Wrong Door

**The NWD 8 ‘Non Negotiables’** (essential values, principles and ways of working together without which a model ceases to be faithful to the NWD approach)

<b>No Wrong Door – Non Negotiables</b>
<p><b>High Standards and Ambitions for all Young People</b> <i>Would this be good enough for my child?</i></p>
<p><b>Residential care as a short-term intervention, not long-term solution</b> <i>‘No heads on beds’</i></p>
<p><b>A commitment to do whatever it takes to support young people within their community</b> <i>No out of area placements</i></p>
<p><b>Forward-looking and aspirational</b> <i>What kind of adult do we want them to be at 20? 30? 50?</i></p>
<p><b>A belief in young people and their right to a family, whatever shape or form it takes</b> <i>No young person is un-foster able</i></p>
<p><b>A commitment and investment in staff support, and being rigorous about holding them to account</b> <i>High Support, High Challenge</i></p>
<p><b>Employing an unconventional and flexible workforce, including the use of creative sessional contracts to respond quickly</b> <i>The right support in the right place at the right time</i></p>
<p><b>Bring young people into No Wrong Door quickly but move them on slowly</b> <i>No move until it’s the right move</i></p>

# No Wrong Door

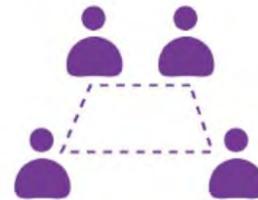
**The NWD '10 Distinguishers'** (practical elements of the operating model setting it apart from traditional services & ensures NWD stays true to its vision & aims.



Always 'progressing to permanence' within a family or community



High 'stickability' of the key worker



'Fewer referrals, less stigma'



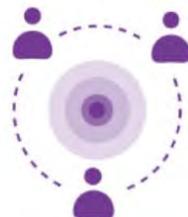
Robust training strategy same/or similar to restorative practice and therapeutic support



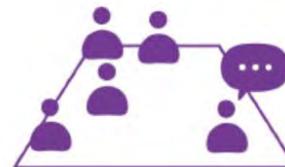
No 'heads on beds' culture



'No appointment' assessments



A 'core offer' to all young people



Multi-agency intelligence led approach to reduce risk



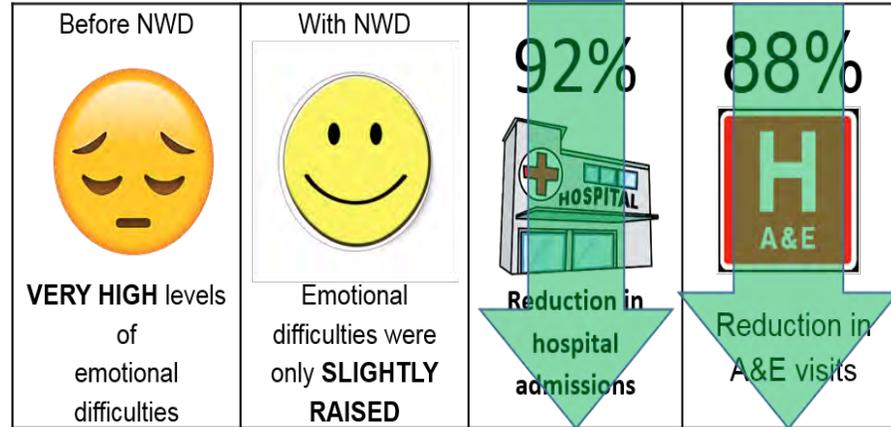
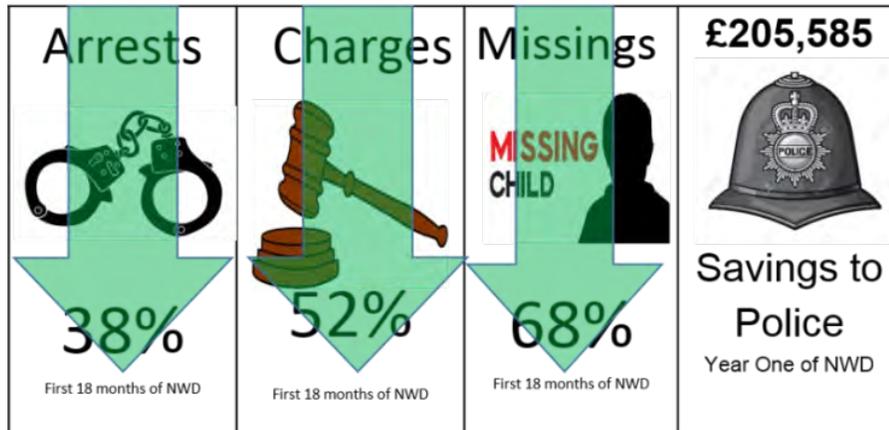
Close partnership working



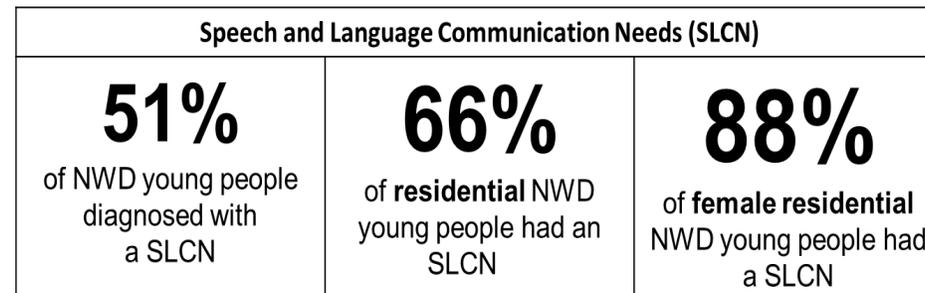
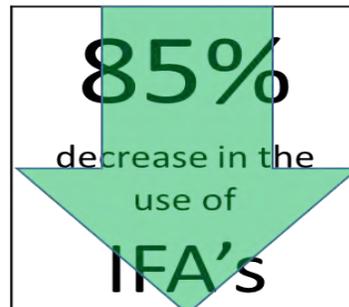
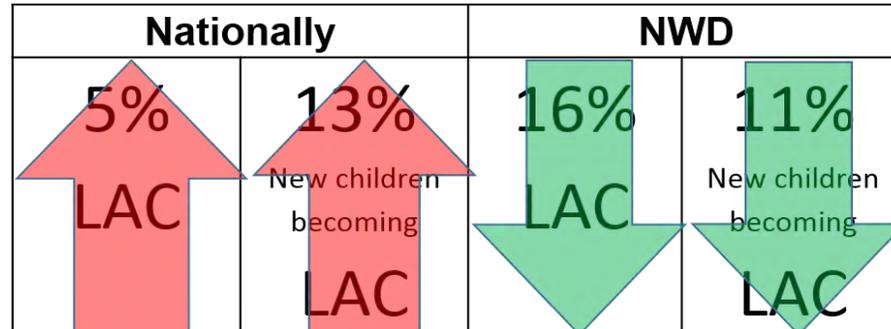
Young people's aspirations drive practice

# And because...

## Quantifiable evidence



Time Young People spent in Residential Placements		
Year One	Year Two	Year Three
134 days	<b>107 days</b>	<b>51 days</b>



## NWD approach to contextual safeguarding

### And benefit from .....

NYCC's contextual safeguarding is built on a dynamic and intelligence led approach to reducing risk for those young people we are most worried about!

- Developed in NYCC and agreed with key partners
- Underpinned by a legally based data & intelligence sharing agreement

### WHY?

Risk  
Analysis  
Intervention  
Solution &  
Evaluation

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

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

# No Wrong Door

Outcomes for young people	System and process outcomes	Cost savings
<ul style="list-style-type: none"> <li>● A 38% reduction in arrests, partly due to changes to the use of police bail conditions, and charges reduced by 52%.</li> <li>● 86% of young people referred to NWD remaining out of care and supported by their own families.</li> <li>● A decrease in placement moves</li> <li>● A decrease in time spent in care placements</li> <li>● 25% of NEET young people entering No Wrong Door go on to engage in education, employment or training.</li> <li>● Improvements in SDQ scores, with a direct correlation between support from specialist Hub workers and SDQ scores.</li> <li>● Increased identification of autism and speech/language needs.</li> <li>● 76% of young people were in education ,employment of training.</li> <li>● 87% of young people interviewed had stopped using drugs since being referred to No Wrong Door</li> </ul>	<ul style="list-style-type: none"> <li>● NWD innovation was successfully launched, and, within the relatively short time frame since implementation, has made substantial progress towards meeting the intended outcomes for improving the lives of young people</li> <li>● A reduction in looked-after children from 468 to 410.</li> <li>● Reduction in time young people spend in care by 55% (compared to those not referred to NWD).</li> <li>● Reduction in bed nights from 5,311 in 2014/15 to 3,101 in 2016/17, equivalent to a £1.8m reduction in staff time. This saving in time was used for Edge of Care work to prevent young people coming into care.</li> </ul>	<ul style="list-style-type: none"> <li>● £160,000 saving to CAMHS in first year.</li> <li>● £300,000 to SaLT in first year.</li> <li>● Reductions in police time equivalent to savings of £200,000.</li> </ul> <div data-bbox="1607 572 2160 1005" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>'The project has been independently evaluated and has demonstrated that it is highly effective in diverting children from care and promoting placement stability for children already looked after.'</i></p> <p><b>North Yorkshire County Council</b> Ofsted inspection report, July 2018</p> </div>

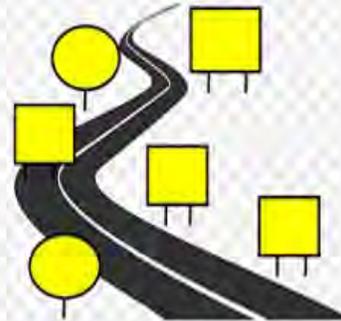
## No Wrong Door

# Young people's stories

## No Wrong Door

# JULIE'S JOURNEY

Significant neglect  
Serious offending in family  
Sexual abuse  
High risks CSE  
High risks social media  
No school  
Multiple placements  
Never settled  
Didn't want a 'family'  
Significant self-harm  
Short period in residential  
NWD 'Always striving for permanence'

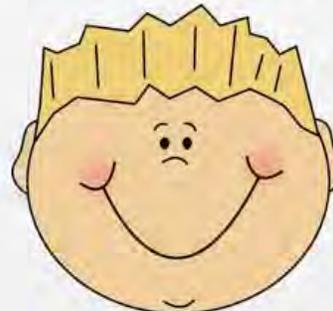
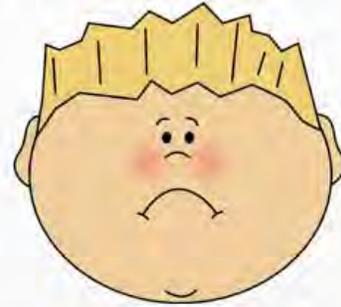


Starts with 'relationships'  
NWD Hub carers 6 months  
Package from NWD team  
Carers 'sticking with'  
Time to prove they care  
Always above and beyond  
Fought for school place  
Moved to top set  
Support - poor self image  
Positive activities  
Made friends  
Now +ve connect to family  
No missing/self harm  
Text from Julie  
"thanks for always being here for me xx"

# No Wrong Door

## BILLY'S JOURNEY

**Missing consecutive  
long periods  
Substance misuse  
Police & others wanted  
him out of area - 'risk off  
the scale'  
Billy hated police  
CCE  
Leeds gang/guns  
Fractured relationships  
Out of education  
Unhappy  
Lost hope**



**Back at home  
Repaired relationships  
with family  
Back in education  
Closed to SW team  
PCSO – boxing club &  
support into army  
Was 'kingpin' others  
came with him to club  
Reduced ASB in locality  
Happy  
"I've got my lad back"**

## No Wrong Door

# Not just NWD - amazing systemic social work practice

The time Billy spent in the **NWD Hub** was key! It gave him a **safe sense of belonging**, learning that no matter how many times he would use **drugs, go missing or lose his head** – he was **welcomed back** with open arms **EVERY SINGLE TIME!**

This was a real shift in **helping him learn how to resolve problems, communicate how he felt** and return home.

The **power of the relationships and the acceptance of unconditional care** helped him grow. The **support offered to Billy and family was led by them, and supported them** in knowing that you were there and would help them **through any tricky times**. Case now closed to safeguarding team.

## No Wrong Door

# The experience of young people

*“Knowing that the staff will be there after I have turned 18 makes a big difference and I know they will be because I have seen it happen with others.”*

*“I am seen as an individual and not a problem.”*

*“My Keyworker stuck by me and helped me so much, they couldn’t have done any more for me. Workers should stick with you ... they need to look beyond the bad things and keep giving you 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> chances”.*

*“It’s ok mum, it’s different to normal fostering because it’s [John] and I know him already so I am happy.”*

## No Wrong Door

### Some recent quotes about No Wrong Door ....

*“NWD is one team, one plan, one practice methodology, one culture, lots of partners = good long term outcomes”*

*“Teens leaving residential care to live with carers they already know, if it gets wobbly they can come back to the residential home – simple!”*

*“Traditional practice is containing short term risk but building up long term risks... All teens need resilience and permanence”*



# Widening the Circle – Early Help Workforce Development

**Martin Pratt**

Executive Director Supporting People and DCS,  
London Borough of Camden

**ADCS annual conference**



# About Camden



Number of staff

4138

Total spend

£912 million

Population Camden

243,100



- **50%** of all children living in Camden are from minority ethnic groups, compared with 21% in the country as a whole
- **61%** of children in Camden primary schools have English as an additional language alongside **51%** in secondary schools against national averages of 20% and 16%

- **3<sup>rd</sup> largest** population 'churn' in the UK
- **19%** of the population aged under 18 (approx. 48,000)
- **60.4%** of Camden's children are aged 4-16
- **26.6%** of children live in low income families, the **4<sup>th</sup> highest in London**

# Our vision



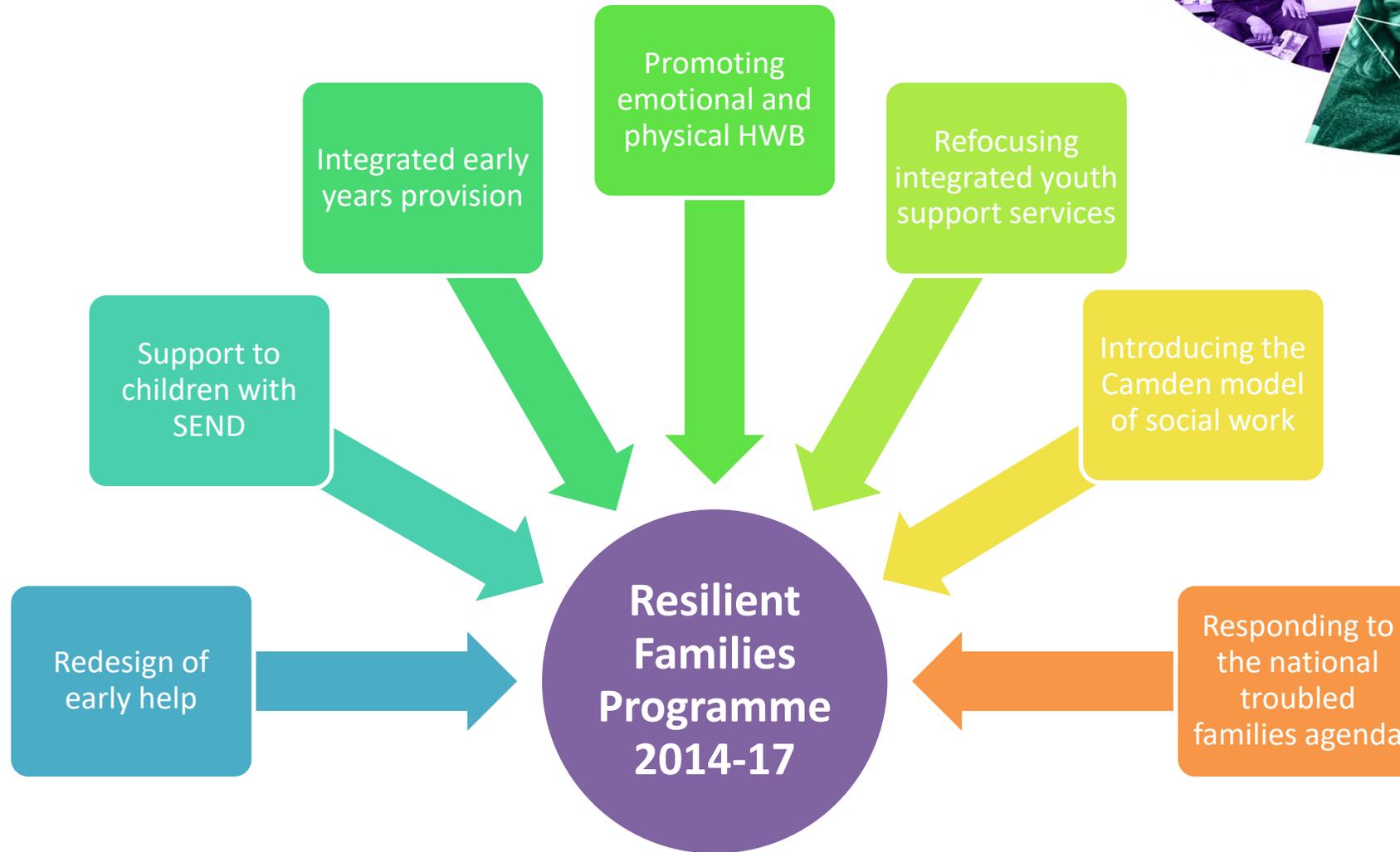
**A place where everyone gets the chance to succeed and no one is left behind.**

- A place to call home
- Growth that is strong and inclusive
- A safe, strong and open community
- A clean, vibrant and sustainable places
- Healthy, independent lives

**Responding to the calls for action set out in Camden 2025**

- A focus on delivering positive outcomes for our residents
- Working with our community as a shared endeavour to address the community challenges they identified

# Leading whole system change



**SHIFTING THE CENTRE OF GRAVITY**

# Re-imagining the Early Help Workforce

- **A systemic, relational approach to early help practice, aligned to Camden Model of Social Work**
- **Multi-age: for practitioners in early years, school age, and teenage years**
- **Multi-disciplinary: family workers, education welfare, housing support, school inclusion, community safety**
- **All-inclusive: for practitioners in public, voluntary, community and private sectors, free at point of delivery**
- **Adaptive and interpretive – values and behaviours above rigid adherence to a ‘model’**



# Early Help Systemic Model

**Our approach is a blend of:**

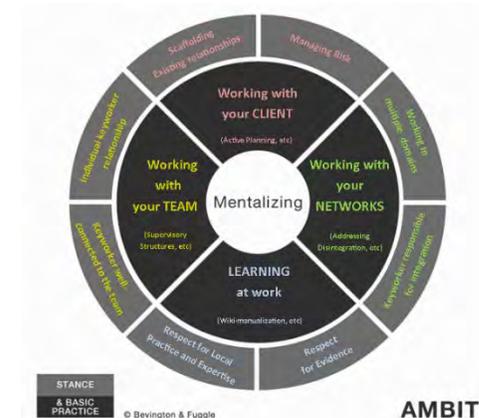
**Camden's principles and values**



**Family Partnership Model (FPM)**  
developed by the **Centre for Parent and Child Support** at **South London and Maudsley NHS Trust**



**Adaptive Mentalization Based Therapy (AMBIT)**  
developed by the **Anna Freud Centre for Children & Families**



# Early Help Practice Values



# Re-orientating our Ideas of 'Who Helps'

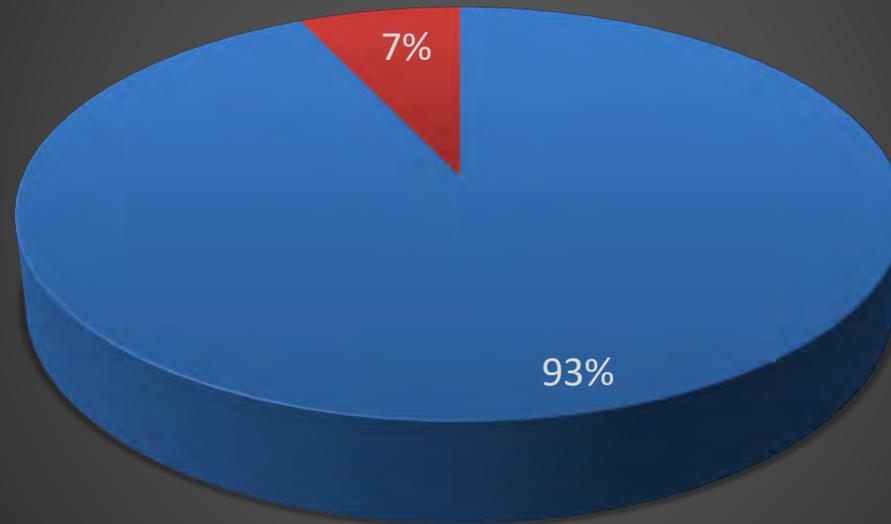


- **Accepting the challenge to broaden our understanding of 'who is early help' and who the workforce are**
- **Set of shared values and behaviours not just skills and abilities – bespoke your approach according to the needs of the child and the family**
- **214 individuals trained in Resilient Families early help practice**
- **250 parents and partners reached through Early Help Friends (community-based short version)**

# The Difference that Makes a Difference - Impact for Practitioners



I feel that Resilient Families has had a positive impact on my practice with children and families (most recent survey June 2019)

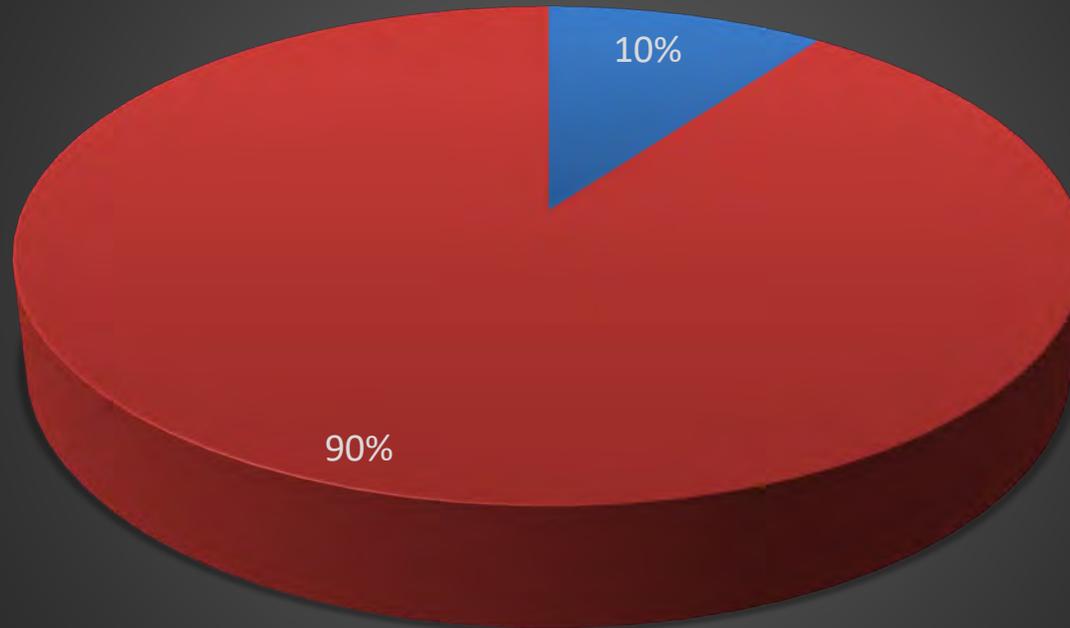


■ strongly agree or agree   ■ disagree or strongly disagree   ■

# The Difference that Makes a Difference - Impact for Families

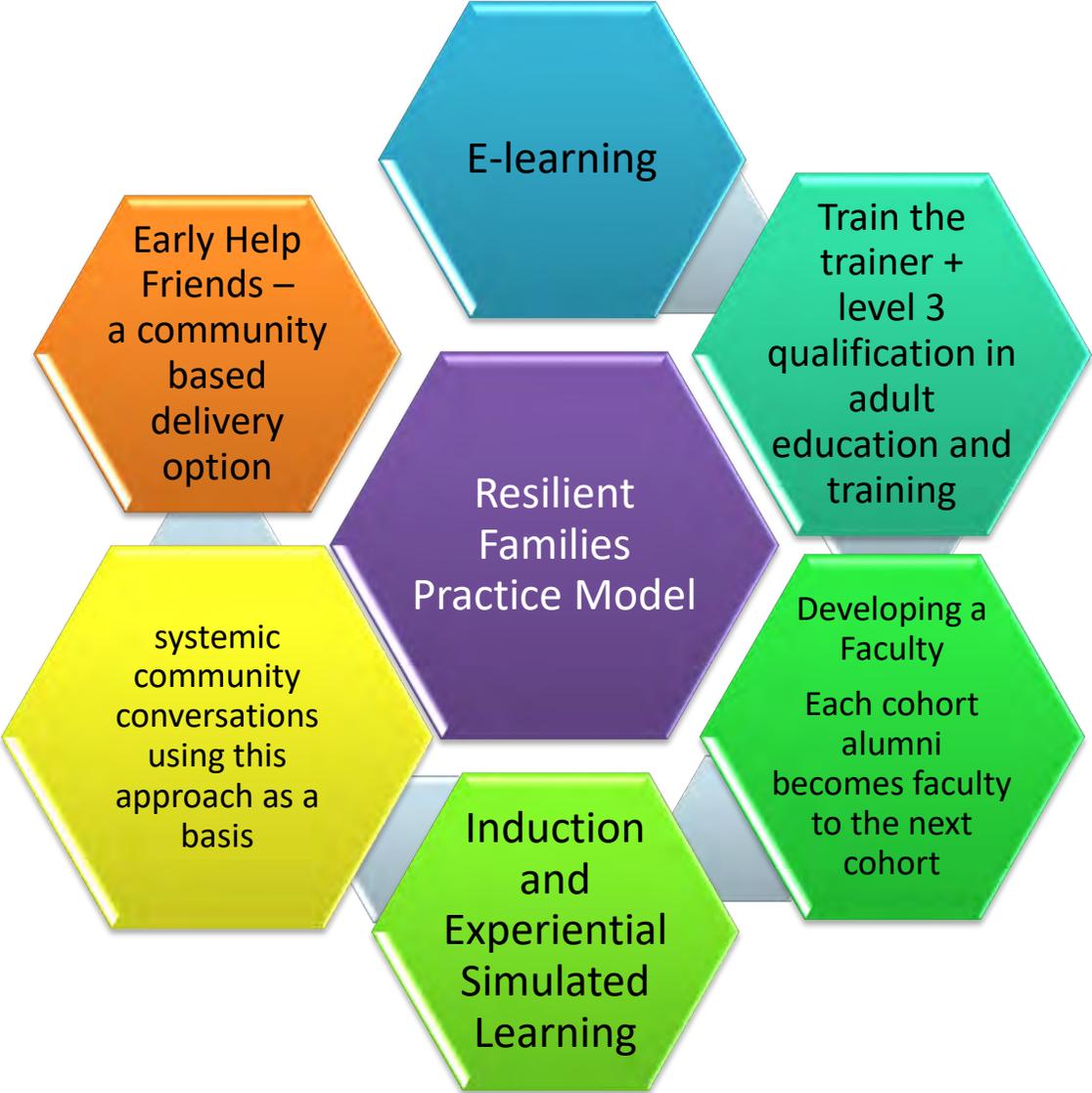


**% of families who returned to early help within 12 months of closure (May 2019)**



■ returned    ■ did not return

# Evolving Further



# Consistently Listening, Constantly Learning



# The Last Word from Lily



<https://www.youtube.com/watch?v=w8zcLkK-5Ks>



# Nottingham – Early Intervention City

**ADCS Annual Conference**



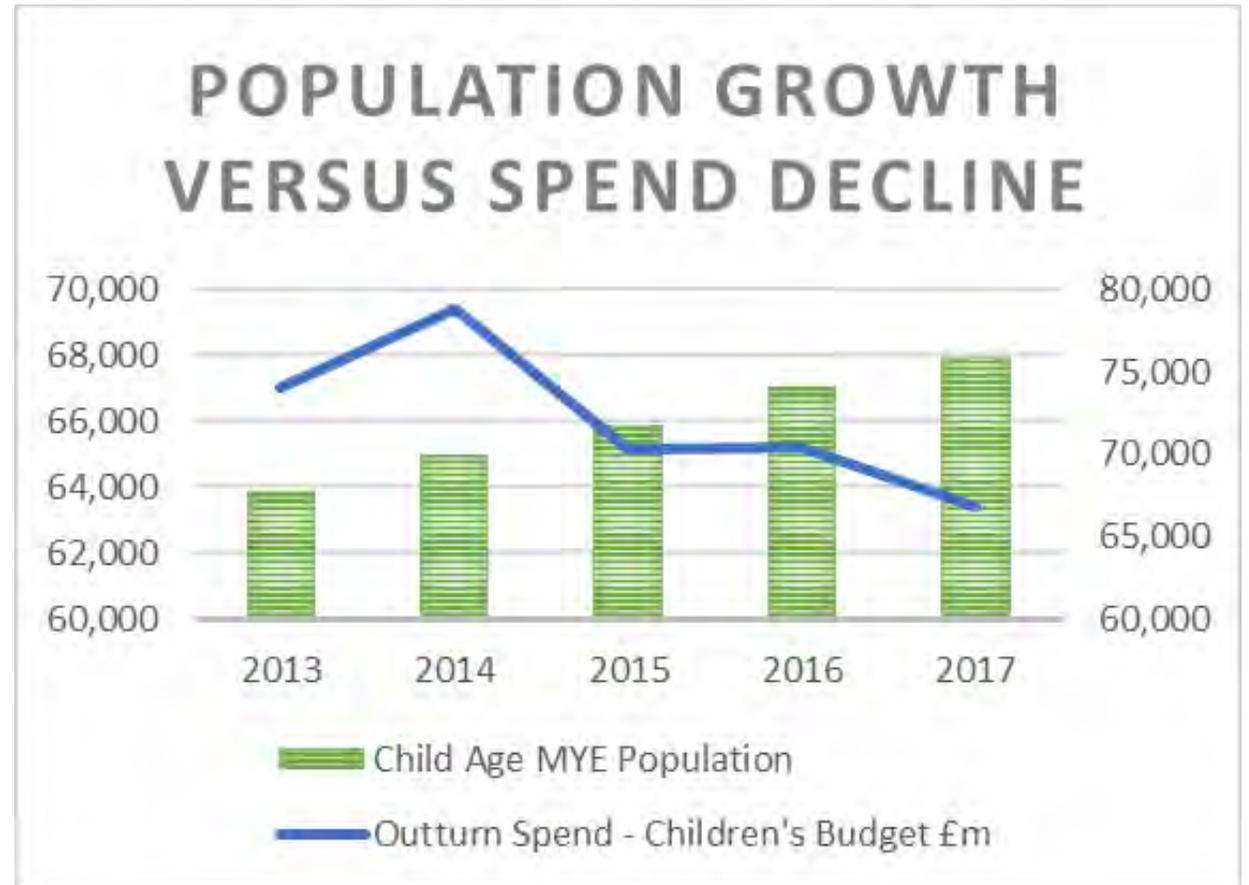
**Sophie Russell, Head of Children's Strategy & Improvement –  
Nottingham City Council**



**Nottingham  
City Council**

# Nottingham – Children & Families

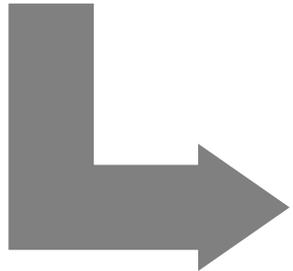
- 68,651 under 18 (2018 MYE)
- 4<sup>th</sup> most deprived (IDACI, 2015)
- Nottingham – 15<sup>th</sup> most deprived (Ending Child Poverty, 2018)
- 38% of children living in poverty (ECP, 2018)
- The rise of families ‘in work’ and in poverty – unemployment declining but...



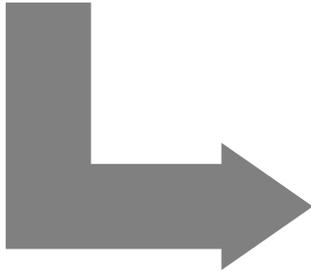
# Our Early Intervention Journey



•2008



•2011



•2020



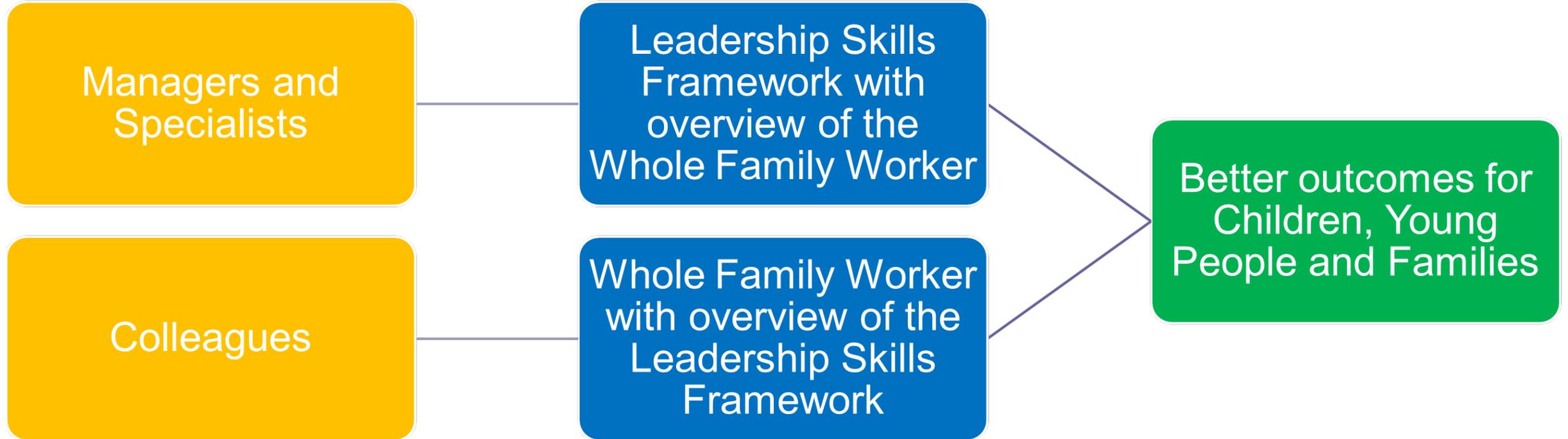
**Priority**  
**Families**

A driver for change...



**Nottingham**  
**City Council**

# The Council's Early Help & Targeted Development Programme





## Progress to date

### **Whole Family Worker (Level 4)**

- 2 cohorts completed to date.
  - 23 participants.
- 5 qualifications achieved.

### **Leadership Skills Framework (Level 5)**

- 3 cohorts completed to date
  - 25 participants
- 3 qualifications achieved.

**Whole Family Worker (Level 3)** – being rolled out across Early Help and Health as part of our ‘Best Start’ programme.

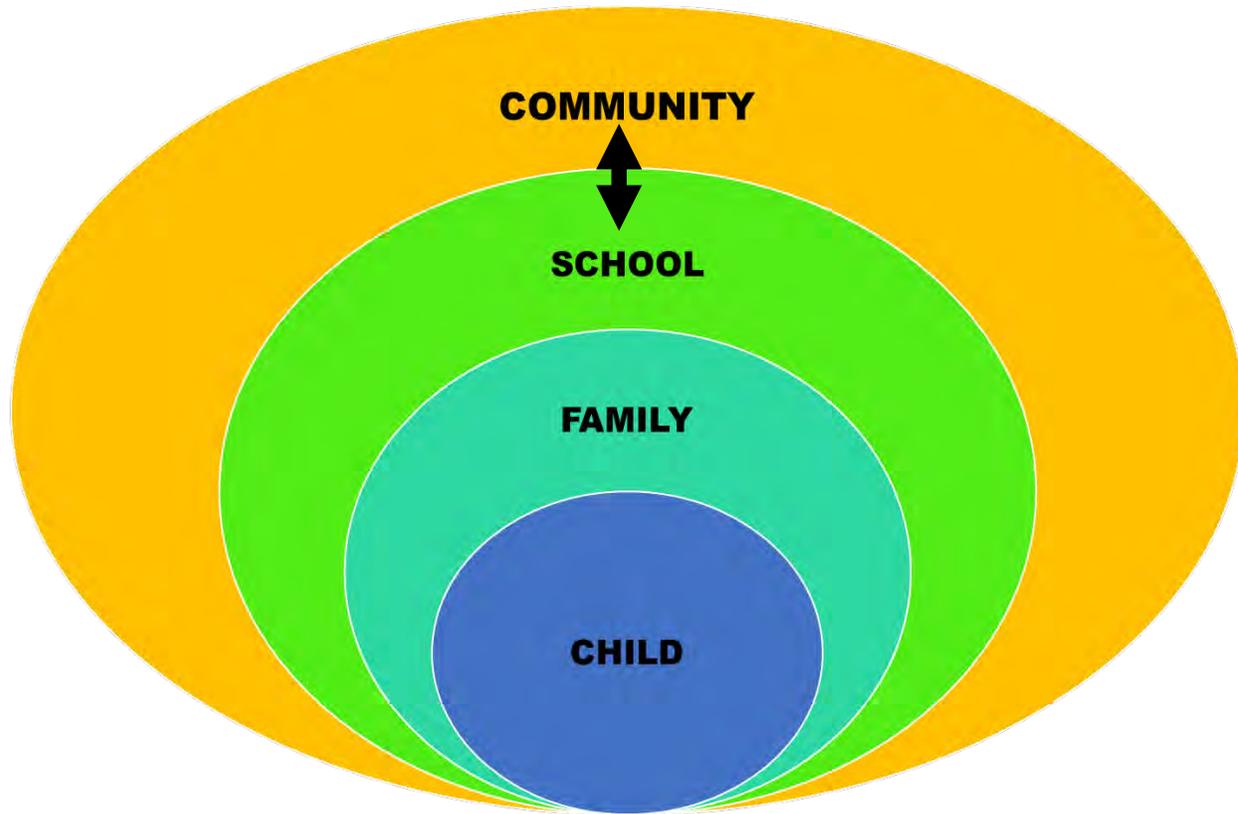


# Creation of Designated Safeguarding Leads and Domestic Abuse Specialist Work Coaches

- 8 DSLs across our 3 Jobcentres
- 2 ½ day in depth training delivered by Local Authority
- 277 members of staff within DWP trained in safeguarding awareness
- Joined up working with Priority Families, Social Care and Family Support Teams
- Quarterly DSL consultations
- Monthly Jobcentre discussions to keep at forefront of staff members' minds
- 7 DV specialists across our 3 Jobcentres (1 male specialist at Central)
- Joined up working with refuges and support services
- In depth training from external providers
- Work coach awareness sessions
- J9 Campaign
- Pilot of the role started 1<sup>st</sup> June in the city, with a view to roll out across LNR area



# Supporting Families Against Youth Crime – Education and VCS



- Capacity building in education settings and the VCS is key
- Establishing trust and confidence between sectors is essential
- Creating ‘practice leads’ – 2 day training programme - Autumn term 2019/20
- Trailblazer schools/College/AP – learning and evaluation of how practice leads drive into their host organisations – Spring Term 19/20



# Targeted CAMHS specialist & evidence based interventions

- Our IAPT trained practitioners offer Cognitive Behavioural Therapy, Interpersonal Psychotherapy for Adolescents, Systemic Family Practice, Enhanced Evidence-Based Practice and Time Limited Psychodynamic Psychotherapy.
- A Domestic Violence CAMHS Practitioner: working with specific cases where CYP and families have experienced trauma from domestic abuse
- Animal Assisted Therapy - our Therapy Dog called Freud 😊



## Prevention is Key: SHARP's Early Intervention

- **SHARP** offer self-harm clinics in **20 City Secondary Schools including alternative education** and colleges across Nottingham City every month. This also includes:
  - ✓ Workshops for CYP – Exam Stress-LESS, Key Stage Assemblies – Understanding self-harm
  - ✓ Offering risk management and appropriate resources and further recommendations to the schools (includes consultation, safety planning, distress tolerance, harm minimisation)
- **FREE training available to all City schools available** - Over 5300 front-line professionals have attended training
  - ✓ If Toys Could Talk (understanding harmful behaviour in primary children)
  - ✓ Self-harm and Suicide Awareness
  - ✓ Understanding Transgender Children
  - ✓ A to Z of Your Head (Mental Health training)
- **Professional Consultations** – management of self-harm/suicidal behaviours
- **Trans4Me** – Weekly group for YP who identify as transgender/non-binary
- SHARP have developed various **resources for Professionals and CYP** – Safety planning (Safe From Harm, Personal Safety Plan, Me: Source booklet, Crisis Card, Relapse Prevention)



# Questions?

Have you considered joining an ADCS Policy Committee?

See <https://adcs.org.uk/committees/home>