

Call for Evidence :DfES/HM Treasury Joint Policy Review on Children and Young People

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Preventative Strand - High Cost High Harm

Presented below is an example of a project Medway is hoping to deliver in partnership with Kids Company. Kids Company are an organisation working currently in London with young people who challenge existing services and organisations as they are often too 'difficult'. The charitable organisations works therapeutically to meet the emotional social and behavioural needs of these most excluded of children.

Introduction

Medway is a unitary authority established in 1998, made up of the towns Strood, Rochester, Gillingham and Rainham. The extreme pockets of deprivation and high levels of localised need are 'averaged out' in statistical terms by pockets of affluence. Medway's profile is unusual, and our statistical neighbours are typically Northern Mill towns (e.g Rochdale and Calderdale). Medway as an authority is financially in quite challenging circumstances. The current revenue overspend for the Council is £1.6 million. An additional pressure for Medway is recruitment and retention difficulties in key areas such as social work, including child protection. This means that even where we recognise provision needs to be enhanced and developed, the capacity is not there to do so as quickly as we would wish.

Unemployment levels for Medway, as in the rest of the south-east, are now low at about 2.5%. However, people employed in Medway are more likely to be in lower paid and in lower skilled jobs than in other parts of the south-east.

Background Information

Medway has historically been a high excluding authority although the figures for last year are much improved. During the academic year 03-04 Medway permanently excluded 89 young people, for 04-05 there were 55 exclusions and by last academic year 05-06 there were 35 permanent exclusions. Analysis of exclusion data by post code shows that 75% of excluded pupils are from the most deprived Council Wards. Interestingly, 60% of excluded pupils are from the wards with the highest levels of unemployment which is consistent with the hypothesis that their families are coping with challenging circumstances.

Excluded pupils who cannot be reintegrated into mainstream school because of their needs, are educated within a Pupil Referral Unit (PRU). Medway has in some cases used a 'managed transfer' to the PRU to prevent the young person and their family going through an inevitable exclusions process. The different PRUs in Medway are collectively catering for over 200 young people who have wide ranging needs including challenging behaviour. Medway does not have a designated specialist school for Behaviour Emotional and Social Difficulties (BESD). Therefore the pupils on roll in the PRUs can be particularly challenging. Although some of these young people who 'challenge' are known to the Child and Adolescent Mental Health Services (CAMHS), many would not qualify for an intervention as their extreme behaviours and emotional fragility does not of necessity mean they are diagnosed with mental health disorders.

Medway has long been concerned that these students need more than a 'good enough' approach to meeting the students emotional needs.

There have been low rates of reintegration, in part because students feel safe within the PRU environment (and 'kick off' at the idea of leaving) and the support within mainstream schools may not be sufficient. Concern has also been raised over how Medway could ensure that the staff in the PRU are supported. In order for them to be able to promote resilience and to 'contain'

the emotional needs of the students, staff must have their own emotional needs supported and met.

In the summer of 2005, following a successful education lecture by Camila Batmanghelidjh in Medway on the work and impact of Kids Company, officers visited Kids Company at the location known as 'The Arches' in Brixton, London. The work that they saw, the philosophies and the psychological frameworks being used were inspirational. From then Medway has sought to find a way of entering into a partnership with Kids Company to enable the students at one particular PRU to have their therapeutic/ attachment needs met and to therefore have better long term outcomes. It is when the PRU cannot meet the needs of these young people, and the families cannot cope that we have to look to expensive out of county placements. Placing a child in an out of area placement can make it harder for the relationships within that family to be supported and can make it much more difficult for the child when they are brought back into their 'home' area.

Essentially the project relies on reconfiguring the staffing structure over time at the PRU to develop a more therapeutic model, capacity building within the mainstream secondary schools and using the Kids Company staff/ ethos to bring about systemic change.

These are our most needy and challenging of students / families. By promoting resilience, developing therapeutic teams around the families (via school) and by meeting basic safety/ hygiene / nutritional needs we aim to demonstrate better outcomes for our students.

In a climate of limited and depleting resources, this is only possible by linking our resource to a charitable organisation who will act as catalyst and support with some 'pump priming' funds. The failing for us of the Children's Fund and BEST funding has been that the resource has not been there to bed in and sustain what we have seen to be beneficial interventions. We hope that this project will enable us to build a sustainable approach to the growing issue of Behavioural Emotional Social Difficulties in our young people.

1 Project Scope

1.1 Aim

The aim of the proposed partnership is to utilise the considerable therapeutic skills of Kids Company:

- ◆ to build the capacity of the PRU thereby enabling them to meet the emotional needs of their students
- ◆ to support the reintegration of students back into mainstream schools
- ◆ to capacity build within the mainstream schools to enable them to be better equipped to meet the social, emotional and behavioural needs of their students
- ◆ to show how it is possible within a typical Unitary Authority given budget constraints to develop a replicable and sustainable model which is 'true' to the Kids Company/ Camila Batmanghelidhj ethos.

1.2 Project Description

- 1.2.1. This project has two distinct parts. One part addresses the needs of staff and pupils at the PRU. The other addresses reintegration and the building of capacity within target mainstream schools.
- 1.2.2 In order to achieve the aims listed above, Kids Company staff, from a wide range of professional therapeutic backgrounds will work directly alongside the PRU staff to deliver robust programmes for the students. The workers will make use of a range of holistic therapeutic interventions in order to meet the young people's needs. Where necessary, the intervention will include the 'living' and social needs of the young person. For example, bedding, clothing, structured activities at the week end, club membership will be paid for.
- 1.2.3 In order to ensure sustainability, from the start of this project it will be important that staff are employed through Medway Council and are seen as integral to the Children Services preventative agenda. Medway would not be able to recruit and attract suitable candidates without Kids Company support and training. Recruitment will be in partnership with Kids Company and the PRU.
- 1.2.4 Where possible, and when possible, services within and to the PRU can be reconfigured to provide the financial contribution that such a proposal requires (the attached action plan sets out the resources and the timeline which is needed to deliver this).
- 1.2.5 The team of workers based at the PRU are to include
 - ◆ One qualified nurse/child psychotherapist to both do therapy, work with families, and improve diet. They will also oversee the health practitioners, i.e. massage therapist, reflexologist, nutritionist, who will come in to assist the children and their families.
 - ◆ One senior social worker to build up a social work intervention using mentors, trainee social workers, and working closely with the local authority social work department.

- ◆ One part-time drama/behaviour facilitator to work with groups of children, developing social skills and doing some one-to-one work
- ◆ One Art Psychotherapist to run sessions both for groups and individuals (this post may be split between two workers so more cases can be taken)
- ◆ Two part-time youth workers/sports workers to run sports activities and the gym programme.
- ◆ Sessional Mental and Physical Health therapists and facilitators and supervisors (there are approx. 120 pupils who will be seen).
- ◆ Part time Coordinator whose responsibility is to meet with external agencies, mobilise resources into the PRU, i.e. business volunteering, goods in kind.

1.2.6 In addition to staff, the project requires equipment and resources including the scope to create a gym.

1.2.7 In order to address the reintegration and to build capacity within the mainstream schools (ie to enable a higher level of **preventative** work to be undertaken) :

- ◆ The school have identified 25 students to return to mainstream
- ◆ These students originate from 13 mainstream schools (the High Schools not the Grammar Schools)
- ◆ Via Kids Company, 5 therapeutic workers will be put in place to facilitate the return to mainstream (5 students per worker)
- ◆ Each worker will build and lead therapeutic programmes within 2 mainstream schools commensurate with those developed at existing Kids Company schools.
- ◆ A part-time co-ordinator will be appointed to oversee the work.

1.3 Outcomes

1.3.1 Outcomes for young people will be tracked using Connexions, Youth Offending Team and Impulse (Education) databases. Staff recruitment and retention can be tracked via the PRU and Medway personnel services.

- Outcome 1 To support and train staff to enable them to focus interventions more effectively with students who have emotional and behavioural difficulties.
- Outcome 2 To successfully reintegrate students from the PRU back into mainstream schools.
- Outcome 3 To successfully maintain students in the 10 target High Schools as demonstrated by the exclusions data.
- Outcome 4 Students supported at the PRU and via the Kids Company work in mainstream schools, will go on to further Education Employment and Training (the 'Not in Education Employment or Training reports for Medway

- will be expected to go down below the Connexions target already set at 6.2% for January 2010)
- Outcome 5 The students engaged within the scope of the project will show a reduction in offending behaviour.

2 Management and Accountability

- 2.1 As is becoming more usual within Children's Services Directorates the line management and professional management functions will be separate.
- 2.2 Professional management will come from a team leader recruited by Kids Company, with a therapeutic background and who will sit on a specifically convened Management Board. The team leader will be in direct contact with the Chief Executive, Kids Company who will oversee and shape the project to ensure the philosophy is retained.
- 2.3 'Terms and conditions' in schools and in Pupil Referral Units mean that ultimate responsibility for staff, curriculum and the students welfare lies with the headteacher. In practice, responsibility and oversight of specific pieces of work are delegated to senior staff with the senior management team co-ordinating the effectiveness of the entire school.
- 2.4 A Management Board will be set up to oversee the project, to provide a quality assurance dimension, to ensure milestones, outcomes and budgets are achieved. The Board will be the accountable body and in turn will report to the Chief Executive of Kids Company, the Director Children's Services and her management group CSDMT as well as to the PRU Park's existing Management Committee (the equivalent of a school's board of governors).
- 2.5 The Management Board membership will be :
- ◆ Kids Company Team Leader
 - ◆ Headteacher the PRU
 - ◆ Deputy Head the PRU
 - ◆ Service Manager Specialist Youth Services, Medway
 - ◆ Head teacher representative (from one of the schools within the reintegration phase)
 - ◆ Representative from Medway CAHMS
- 2.6 The Management Board will meet termly(in the initial start up this will need to be more frequent) and will make reports available to PDHCT, Kids Company and CSDMT.

3 Finance

3.1 Strand 1 - the PRU students Full year costs

Description	Cost in £000s	Kids Com	Medway
Psychotherapist - team leader	34	34	
Senior Social Worker	34		34
Part time drama facilitator	15	15	
Art Therapist	30	30	
Part time youth workers (2)	30	30	
Sessional Mental/ PhysicalHealth	40	40	
Equipment / gym	7		7
Contingency	3	3	
Part time coordinator	15	15	
Intervention budget	20	20	
Totals	228	187	41

3.2 Strand 2 - Reintegration

Description	Cost in £000s	Kids Com	Medway
Part-time Co-ordinator	15		15
5 School work leaders	150	120	30
Contingency	10	10	
Totals	175	130	45

Total for both strands of project (full year) 403 317 86

3.3 Years 2+3 will require the balance of payment from Kids Company and Medway to shift so that by the end of year 3 Medway is able to cover the full cost. This will become possible by the re profiling of budgets and staff across the 3 year period. It is not possible from year 1 because existing staff are in post with contracts.

3.4 New Local Authority money is not available for this project. Staff and resource costs will be met through flexible appointments, reconfiguring how partner agencies (e.g. Child and Adolescent Mental Health Services and Social Services) deliver to vulnerable young people and by re shaping the balance of work at the PRU to have a stronger preventative role. By demonstrating this is possible, the 'Kids

Company' model will be shown to be replicable within local authorities since the absence of 'new' money will not be unique to Medway.

- 3.5 Within 3 years, through reintegration and by capacity building in the schools (thus preventing permanent exclusions), the PRU resources will have been freed up sufficiently to enable the project to be sustainable.
- 3.6 For Year 2, Medway will need to be funding 50% of the project costs and 75% by year 3. By phasing the budget in this way Medway would be able to embed staff and ensure sustainability.

Year 1		Year 2		Year 3	
Medway	£86K	Medway	£208K	Medway	£320K
Kids Company	£317K	Kids Company	£208K	Kids Company	£107.5K
Total	£403K	Total	£416K	Total	£427.5K
		(allows 3% inflation)		(allows 3% inflation)	
Grand Totals					
Kids Co		£ 632.5K			
Medway		£ 614K			

- 3.8 If the number of students requiring support does not drop allowing for the resource re allocation, it means that the outcome targets are not being achieved and the project is not being successful. Quarterly reports to the Management Board will give alerts and indicate the trends.

4 Phasing

- 4.1 The costs outlined above are for a full year. In order to :
- ◆ Develop the support and understanding of schools
 - ◆ Plan appropriately within a budget setting cycle
 - ◆ Ensure sustainability
- 4.2 This project cannot begin until we know that the funding will be made available to Kids Company from a group of their Trustees.
- 4.3 If the funds are secured, Medway can begin working in a completely different way with its mainstream schools while building a centre of excellence within the PRU. Exclusion, offending, anti social behaviour and out of county placements will fall should this be successful.

