

By: Mr M Hill, Cabinet Member for Communities  
Mrs S V Hohler, Cabinet Member for Children, Families and  
Education.

To: Cabinet – 29 November 2010

Subject: Select Committee: Extended Services

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Summary: To receive and comment on the report of the Select Committee  
on Extended Services

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## **Introduction**

1. The Cabinet Member for Children, Families and Education, and the Cabinet Member for Communities proposed a Select Committee to look at issues relating to the provision of extended services. This was agreed by the Policy Overview Coordinating Committee at its meeting on 16 October 2009.

## **Select Committee Process**

### *Membership*

2. The Select Committee commenced its work in March 2010. The Chairman of the Select Committee was Mr R Burgess. Other Members of the Committee were Mrs A Allen, Mr A Chell, Mrs J Law, Mr R Parry, Mr K Pugh, Mr K Smith and Mr M Vye.

### *Terms of Reference*

3. (1) The Terms of Reference for this Select Committee Topic Review were to:-

- I. To identify aspects of the extended services programme in Kent that are proving to have the greatest impact and benefit for the community, and that are most likely to be sustainable in the future.
- II. To explore ways - if any – in which collaboration and partnership working between all organisations involved in providing extended services in Kent can be improved.
- III. To investigate any obstacles and challenges to the progress of extended services and the development of the concept of the

“school that never sleeps”, particularly those that may prevent closer partnership working and could threaten sustainability. To identify possible solutions to overcome these challenges.

- IV. To analyse whether resources for extended services within Kent County Council, and across schools and other partner organisations, are deployed in the most efficient and effective manner.
- V. For the Extended Services Select Committee to make recommendations after having gathered evidence and information throughout the review.

### *Evidence*

4. The Committee used a number of evidence sources to inform their investigations including oral and written evidence from a wide range of stakeholders. A full list of those who gave evidence to the Select Committee is attached at Appendix 1.

### **Conclusion**

5. (1) We welcome the report and would like to congratulate the Select Committee on completing this piece of work. We would also like to thank all those witnesses who gave evidence to the Select Committee.

(2) Finally, we are pleased to note that the Government, through its recent Comprehensive Spending Review, is promoting extended services provision and sustainability by securing dedicated funding for extended services for the next three years. With this additional funding, and by working with schools and partner organisations through Local Children Trust Boards, we will identify models to deliver extended services to children, young people and local communities in Kent.

(3) Mr R Burgess, Chairman of the Select Committee, and Mr M Vye will present the report to Cabinet. The Executive Summary is attached at Appendix 2. Please contact Gaetano Romagnuolo on 01622 694292 or email [gaetano.romagnuolo@kent.gov.uk](mailto:gaetano.romagnuolo@kent.gov.uk) if you would like a copy of the full report.

### **Recommendations**

- 6. (1) The Select Committee be thanked for its work and for producing a relevant and a balanced document.
- (2) The witnesses and others who provided evidence and made valuable

contributions to the Select Committee be thanked.

(3) Cabinet's views and comments on the report be welcomed.

Background Information: *None*

### Evidence

#### Friday 23 April 2010

- Marisa White, Head of Extended Services, Education Directorate, Kent County Council
- Sean Carter, Project Lead of Community Use of Schools project, and Education Directorate Extended Services Lead, Kent County Council
- Des Crilley, Director of Communities Cultural Services, and Nigel Baker, Head of Youth Service and Communities Directorate Extended Services Lead, Kent County Council

#### Wednesday, 28 April 2010

- Chris Hespe, Head of Head of Sport, Leisure and Olympics, Communities Directorate, Kent County Council
- Cath Anley, Head of Library Service, Gill Bromley, Strategic Manager, Library Service, Communities Directorate, Kent County Council
- Ian Forward, Head of Kent Adult Education and Caroline Polley, Head of Enterprise and Skills, Kent Adult Education Service, Communities Directorate, Kent County Council

#### Wednesday 12 May 2010

- Simon Smith, Director of Sport, Castle Community College, Deal
- Heather Kemp, Headteacher, Holy Trinity and St Johns Primary School, Margate
- Martin Absolom, Headteacher, Oakley Special School, Tunbridge Wells

### **Friday 14 May 2010**

- William Cotterell, Principal, and Jan Sellers, Director of Extended Services, Homewood School and Sixth Form Centre, Tenterden
- Jeanette Piner, Strategic Director Every Child Matters, Highworth Grammar School for Girls, Ashford
- Pam Ashworth, Headteacher, The Foreland School, Thanet

### **Wednesday 9 June 2010**

- Jack Keeler, Chair of The Kent Governors Association and Chair of Governors at Headcorn Primary School, Ashford, and Einir Roberts, Chair of Governors at Harrietsham Primary School, Maidstone
- Paul Myers, Chair of the Teaching and Learning Committee, Valence School, Westerham
- Richard Young, Young Persons' Sports Academy

### **Thursday 10 June 2010**

- Three members of the Kent Youth County Council
- Two young people who are out of school
- Representatives of Kent Primary Schools Children's Council

### **Wednesday 16 June 2010**

- Sally Staples, Head of Unit, Arts Development Unit, Kent County Council
- Zanya Davis, Artistic Director, PALS Theatre, Gravesend
- Linda Leith, Director of Quality in Study Support and Extended Services, Canterbury Christ Church University

## **Thursday 24 June 2010**

- Alan Milner, Service Director, Parents Consortium
- Marisa White, Head of Extended Services, Education Directorate, and Sean Carter, Project Lead of Community Use of Schools project, and Education Directorate Extended Services Lead, Kent County Council
- Nigel Baker, Head of Youth Service and Communities Directorate Extended Services Lead, Kent County Council

## **Written Evidence**

- Sean Carter, Extended Services Lead Manager
- Emma Jenkins, Study Support Coordinator, Education Directorate, Kent County Council
- Linda Leith, Director of Quality in Study Support and Extended Services, Canterbury Christ Church University
- Alan Milner, Service Director, Parents Consortium
- Nicola Wood, Senior Extended Schools Coordinator, Quartet in the Community Partnership, Margate

### 1. Executive Summary

#### 1.1. Committee Membership

1.1.1. The Committee membership consists of eight Members of Kent County Council (KCC): seven Members of the Conservative Party and one Member of the Liberal Democrat Party.

			
Mrs Ann Allen Conservative	Mr Robert Burgess Conservative <b>Chairman</b>	Mr Alan Chell Conservative	Mrs Jean Law Conservative
			
Mr Richard Parry Conservative	Mr Ken Pugh Conservative	Mr Kit Smith Conservative	Mr Martin Vye Liberal Democrat

## **1.2. Scene Setting**

- 1.2.1. The concept of “Extended Services”, formerly known as “Extended Schools”, was introduced by the Government as a key method of delivering the outcomes of the “Every Child Matters” agenda. Extended Services involve closer collaboration between schools, local authorities and other local service providers in an effort to offer the community a range of integrated services. These are aimed at improving attainment, health and wellbeing, engagement with learning, as well as enhancing access to a wide range of services and facilities for the local community.
- 1.2.2. All schools are expected to provide access to the “core offer” of Extended Services by September 2010. Importantly for this review, they are expected to provide community access to facilities, including adult and family learning, ICT and sports, where this is required by the community and where their facilities are of a suitable standard.
- 1.2.3. The ambition of wider community use of schools is also shared by the Total Place initiative, in which Kent County Council is taking part. Total Place considers how a ‘whole area’ approach to use of public resources can lead to improved services at lower cost. As part of this approach, we would like to explore the concept of the “school that never sleeps”.
- 1.2.4. In Kent, almost all schools currently meet the standards of the Government’s core offer. However, given the present financial climate, it is crucial to identify those aspects of the programme that are proving most beneficial to the community, and that can be sustainable in the future. It is also important to consider whether partnership working between all the agencies involved in providing extended services in Kent could be enhanced to enable these aspects of the programme to be sustained or expanded.

## **1.3. Terms of Reference**

- 1.3.1. The terms of reference of this review were as follows:
  - VI. To identify aspects of the extended services programme in Kent that are proving to have the greatest impact and benefit for the community, and that are most likely to be sustainable in the future.



- VII. To explore ways - if any – in which collaboration and partnership working between all organisations involved in providing extended services in Kent can be improved.
- VIII. To investigate any obstacles and challenges to the progress of extended services and the development of the concept of the “school that never sleeps”, particularly those that may prevent closer partnership working and could threaten sustainability. To identify possible solutions to overcome these challenges.
- IX. To analyse whether resources for extended services within Kent County Council, and across schools and other partner organisations, are deployed in the most efficient and effective manner.
- X. For the Extended Services Select Committee to make recommendations after having gathered evidence and information throughout the review.

1.3.2. The more detailed scope of the review includes:

- I. To identify aspects of the extended services programme in Kent that are proving to have the greatest impact and benefit for the community, and that are most likely to be sustainable in the future.
  - a. Investigate extended services approaches across the County that are proving to be most efficient and beneficial, in particular in relation to learning and attainment for children and young people, and to the core offer element of “community access to facilities, including adult and family learning, ICT and sports facilities”.
  - b. Explore extended services schemes which are more likely to be sustainable into the future.
- II. To explore ways - if any – in which collaboration and partnership working between all agencies involved in providing extended services in Kent can be improved.
  - a. Identify the extent to which services, such as the Youth Service, Adult Education and the Libraries Service, are currently delivered in school sites in Kent.
  - b. Consider whether schools in Kent could act as portals for access to wider public services.

- c. Clarify commissioning roles and relationships between schools, the Local Authority and other commissioning bodies.
  - d. Investigate whether partnership working between all agencies involved in providing extended services in Kent, including organisations in the voluntary sector, can be enhanced.
  - e. If closer collaboration is possible, look into ways to achieve it.
- III. To investigate any obstacles and challenges to the progress of extended services and the development of the concept of the “school that never sleeps”, particularly those that may prevent closer partnership working and could threaten sustainability. To identify possible solutions to overcome these challenges.
- a. Examine whether legal, economic, operational or social blockages and challenges prevent the full development and effectiveness of the extended services programme and “the school that never sleeps” concept.
  - b. If such obstacles exist, identify possible solutions.
- IV. To analyse whether resources for extended services within Kent County Council, and across schools and other partner organisations, are deployed in the most efficient and effective manner.
- a. Identify the resources that Kent County Council and partner organisations will have available to them, particularly after March 2011, to provide effective extended services.
  - b. Consider whether these resources can be deployed in a more efficient and effective way, and whether they can ensure the sustainability of extended services provision.
  - c. Investigate whether other resources, such as commercial sponsorship, could be used to provide extended services in a more efficient and effective manner.
- V. For the Extended Services Select Committee to make recommendations after having gathered evidence and information during the review.

## **1.4. Recommendations**

### **Recommendation 1**

The Leader of Kent County Council should write to, and meet, both the Secretary of State for Education and the Secretary of State for Communities and Local Government to promote an extended services ethos and a stronger recognition at national level that extended services are an essential component of a world class education.

KCC Managing Directors of the Children, Families and Education Directorate and the Communities Directorate should also write to, and meet, senior officers in the Department for Education and to the Department for Communities and Local Government respectively, to promote an extended services ethos and a stronger recognition at national level that extended services are an essential component of a world class education (please refer to Chapter 3, Sections 3.1 and 3.2).

### **Recommendation 2**

The Children, Families and Education Directorate and the Communities Directorate in KCC should be closely involved in helping schools to organise six county-wide roadshows to promote extended services and to urge the development of consortia in an effort to provide more efficient, effective and sustainable extended services.

The roadshows should take place throughout the year 2011, and may be organised in conjunction with existing events which will involve key extended services stakeholders, such as schools, parents, governing bodies and extended services providers.

KCC Cabinet Members for Education and for Communities are encouraged to continue to champion extended services, and to deliver speeches emphasising the importance and the benefits of these services (Chapter 3, Sections 3.1 and 3.2)

### **Recommendation 3**

The Kent Children's Trust should put greater emphasis on extended services in the priorities and outcomes of the new Children and Young People's Plan, to reflect the numerous benefits extended services bring to children and young people in Kent's vision for the future.

One key outcome that the new Plan should include is to ensure that local consortia are formed throughout the County to provide more efficient and effective extended services. The model of extended services consortium adopted may vary, ranging from a social enterprise, a model delivered wholly or in part by private businesses or a traded service where schools and partners can buy discrete packages of support or consultancy (Chapter 3, Sections 3.1 and 3.2, Chapter 4, Section 4.3).

### **Recommendation 4**

Representatives of schools' governing bodies and headteachers in newly formed consortia in Kent are strongly encouraged to undertake extended services training. The training should provide support to develop extended services provision, should offer guidance to undertake the Quality in Extended Services accreditation scheme, and should highlight the numerous benefits that extended services bring for schools and for the wider community (Chapter 3, Section 3.3).

### **Recommendation 5**

KCC's Education and Communities Directorates should produce a DVD providing information and guidance about extended services, and emphasising the benefits of these services.

All governors of primary, secondary and special schools in Kent are strongly encouraged to view this DVD in an effort to encourage more extended service provision in the County (Chapter 3, Section 3.3).

### **Recommendation 6**

The Managing Director of KCC's Children, Families and Education Directorate should write to Ofsted and urge the organisation to retain "community cohesion" as one of the focus areas for inspection in its revised assessment framework (Chapter 3, Section 3.4).

### **Recommendation 7**

Primary, secondary and special schools, together with all organisations and agencies providing extended services in the County, should form local consortia to offer more efficient, effective and sustainable extended services to their communities.

The Select Committee recommends that each consortium funds one post for an Extended Services Consortium Coordinator to manage extended services provision in the consortium. The model adopted to run each consortium may vary, depending on the needs and priorities of the community.

The Extended Services Team should give high priority to supporting schools and other organisations to identify suitable Extended Services Consortium Coordinators for appointment, and in setting up consortia across the County by August 2011 (Chapter 4, Sections 4.1, 4.2 and 4.3).

### **Recommendation 8**

The Children, Families and Education Directorate should employ, for a period of one year at most, ideally four Extended Schools Development Managers, to provide Extended Services Consortium Coordinators with initial strategic guidance and support, and to ensure that newly formed consortia can operate in a sustainable manner (Chapter 4, Sections 4.2 and 4.3).

### **Recommendation 9**

One of the first tasks of each, newly appointed Extended Services Consortium Coordinator should be to organise a genuine and comprehensive consultation with the local community to identify extended services needs and to plan provision accordingly in the consortium. Extended Services Consortium Coordinators are strongly encouraged to share existing good practice to plan effective extended services provision.

The newly appointed Extended Services Consortium Coordinators should also deal with any legal and operational issues, such as safeguarding and caretaking in the evenings, which may prevent the smooth provision of extended services (Chapter 4, Section 4.4).

### **Recommendation 10**

The Kent Youth Service should ensure that Community Youth Tutors spend the agreed proportion of their time in schools and in the wider community, in order to ensure that all Kent youth can benefit from their service (Chapter 4, Section 4.5).

### **Recommendation 11**

The Extended Services Consortium Coordinators should ensure that the transport available in each consortium is shared and is used for extended services purposes. The Coordinators are also encouraged to produce timetables for extended services transport, and to organise training for minibus drivers, if needed (Chapter 5, Sections 5.1 and 5.2).

### **Recommendation 12**

KCC should extend the use of the Kent Freedom Pass to include all 16 to 19 year olds in full-time secondary education or non-advanced Further Education (Chapter 5, Section 5.3).

### **Recommendation 13**

KCC should seek to persuade rail travel operators in Kent to incorporate off-peak rail travel into the Kent Freedom Pass, enabling more young people to access extended services facilities (Chapter 5, Section 5.3).

### **Recommendation 14**

KCC's Education and Communities Directorates should provide £50,000 for each Kent District for the financial year starting in April 2011 to support newly formed consortia and to strengthen existing extended service provision in the County's local communities. This District-based funding will enable KCC Members of each District to establish the most appropriate and equitable ways of distributing resources according to local priorities and extended services needs (Chapter 6, Sections 6.1, 6.2 and 6.3).

### **Recommendation 15**

All consortia should consider the introduction of a charging regime for some of the extended services activities they offer, in order to promote the sustainability of such activities. The profits from such activities should be expected to be re-invested solely into extended services provision (Chapter Section 6.4).

### **Recommendation 16**

Extended Services Consortium Coordinators should build strong relationships with their local communities and secure the support of volunteers to promote the variety and sustainability of extended services into the future (Chapter 6, Section 6.5).

### **Recommendation 17**

KCC should devise a voucher-based scheme that entitles the bearers to access some extended services activities free of charge. Vouchers would be given by Coordinators to extended services volunteers – including children and young people - in recognition of their contribution (Chapter 6, Section 6.5).

### **Recommendation 18**

Extended Services Sustainability Officers and School Improvement Partners should – as a central part of their duties - urge all schools within newly formed extended services consortia in Kent to undertake the Quality in Extended Services accreditation scheme (Chapter 7, Sections 7.1, 7.2 and 7.3).