

Extended Services Select Committee Report

“Something to give, something to gain”



September 2010



Foreword



It has been a privilege and pleasure to be part of a select committee looking at the provision of extended services.

A challenging and ambitious task was set, even more so in the present climate, of looking at best practice and recommending ways how this can be carried out across Kent in the wider community without an undue burden on the tax payer. The funding from Government set aside for Extended Services finishes in March 2011, and it falls on local authorities, local communities and local schools to continue the much needed provision.

It was essential that we looked at present provision and at the obstacles that prevented the community from participating in events. In this time we had the opportunity to visit many schools and communities across Kent and have seen many examples of best practice.

We heard from many experts in their own field, headteachers, providers, and members of the community, young and not so young. All their views and opinions are collated here.

Looking at what was available and what was needed, together with best practice examples, we looked at ways to increase provision and take up. This would involve raising aspirations, and engaging with the harder to reach community. Some recommendations are harder to achieve in this climate of difficult choices, but I fully believe that the work we have done will help the people of Kent to participate in the wider community and take the benefits that this brings.

The fact that participation in extra curricular activities raises the attainment and self esteem of a child is a very important part of our recommendations, and we feel that this should be at the focal point of all schools when setting their budget.

We would like to thank everyone - young people, providers, school staff, officers of Kent County Council and the research officer, all of whom contributed to the important recommendations in this report.

On a personal note I would like to thank my fellow County Council Members who have participated, with me, in this challenging but enjoyable task. I look forward to revisiting it in a year to see the progress made on the recommendations.



A handwritten signature in black ink that reads "R Burgess". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Mr Robert Burgess, Chairman of the Extended Services Select Committee

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 Chairman	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:

- 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.

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).