

# Extending Services in and Around Schools:

## A Strategy for Nottinghamshire 2005 - 2008

## **The Nottinghamshire strategy for extending services for children, young people and families in and around schools**

In Nottinghamshire, the strategy for extending services in and around schools builds on a range of strong and effective partnerships between schools and the communities they serve. It reflects the shared vision and commitment of the statutory, voluntary and community sectors to the well-being and achievement of children and young people. The development of extended services in and around schools is central to the delivery of the wider children's services agenda which flows from the Children Act 2004 and is described in Every Child Matters – Change for Children.

This document has been shaped and agreed following wide consultation with stakeholders across the county. It articulates the core principles and vision for developing extended services in Nottinghamshire, and provides the framework necessary to put these into practice. The strategy is endorsed by the multi-agency Children and Young People's Strategic Partnership in the county.

Implementation of the strategy will require new ways of working, community leadership, collaborative resourcing and innovation. Challenges will be met by developing local solutions, building on good practice, and by service providers working together for the benefit of the community. The increased accessibility of services and activities through schools throughout the year and beyond the school day not only recognises the important role schools play at the heart of communities, but draws this role more closely together with that of other service providers, working to improve the life chances of children and young people.

### **Context**

The Children Act 2004 requires Local Authorities and their relevant partners to co-operate to improve children's wellbeing and to ensure support for the "five outcomes":

- To be healthy
- To stay safe
- To enjoy and achieve
- To make a positive contribution
- To achieve economic well being

This strategy exemplifies the vision agreed by the Nottinghamshire Children and Young People's Strategic Partnership which states:

'We are committed to working together to improve the life chances of **all** children and young people aged 0 to 19 in Nottinghamshire, by making sure that they are able to maximise their potential.'

It reflects the draft priorities and objectives identified for action in the Children and Young People's Plan 2006/7 produced by Nottinghamshire County Council which are to:

- Improve the health of all children and young people
- Ensure the safety of all children and young people
- Improve the attainment of children and young people at school especially for the 16 year old
- Improve children and young people's ambition to do well
- Ensure young people and families are economically active
- Participation of children, young people, parents and carers
- Growing cost effective integrated children's services

Specifically the development of extended services in and around schools will contribute to these objectives, and those identified in collaboration with Local Strategic Partnerships and included in the Local Area Agreement (LAA):

- Promoting improved emotional well-being
- Promoting healthy eating and physical activity
- Increasing the educational achievement of pupils aged 11 – 16years
- Increasing access to a range of recreational activities
- Increasing the participation of children and young people in out of school learning, community engagement and citizenship activities

The principles and approach central to establishing extended services are closely allied to a raft of parallel activity including the development of Children's Centres and the Nottinghamshire Early Years Strategy, pathfinder activity through the Children's Trust and innovative work flowing from the Youth Matters Green Paper involving Youth Support Teams. All are charged with bringing coherence and even greater quality to service provision. All promote the active involvement of children, young people, parents and carers in shaping services strategically and operationally. Schools at the heart of their communities are well placed to promote multi-agency working to improve outcomes for children. On-going work to extend services in and around schools will be supported by:

- The implementation of the Common Assessment Framework
- The Directory of Services and information sharing protocols
- The reshaping of existing services through agreed integrated commissioning arrangements
- Lead Professionals to support co-ordination of multi-agency services

Enhanced working arrangements across agencies which are shaped by the involvement of children, young people and parents will contribute to greater effectiveness of universal services and access to timely targeted support where appropriate. There will be new opportunities for services:

- to be convenient for local families, children and young people.
- to be provided from the same location
- to use a common language

### **Extended Services in and Around Schools**

The DfES recognises that whilst there is no blueprint for how services are to be organised there is a **CORE OFFER** which schools and partners will need to work towards. By 2010 every primary and secondary school will be expected to offer access to:

- high quality **childcare** provided on the school site or through clusters or other local providers, with supervised transfer arrangements where appropriate, available 8am-6pm all year round
- a varied **menu of activities** to be on offer, such as homework clubs and study support, sport (at least two hours a week beyond the school day for those who want it), music tuition, dance and drama, arts and crafts, special interest clubs such as chess and first aid courses, visits to museums and galleries, learning a foreign language, volunteering, business and enterprise activities
- **parenting support** including information sessions for parents at key transition points, parenting programmes run with the support of other children's services and family learning sessions to allow children and young people to learn with their parents
- **swift and easy referral** to a wide range of specialist support services such as speech therapy, child and adolescent mental health services, family support services, intensive behaviour support, and (for young people) sexual health services. Some may be delivered on school sites
- providing wider **community access** to ICT, sports and arts facilities, including adult learning

In Nottinghamshire we are working with special schools as partners in this agenda, and with the Nottinghamshire Learning Centre, as we believe that these opportunities and services should be accessible for all children and young people wherever they live and whatever their particular needs may be.

The Workforce Agreement Monitoring Group (WAMG) recognises that schools at the heart of this delivery will need to draw upon a range of local providers, professionals and volunteers able to offer a menu of opportunities.

### **What are the Benefits of Extended Services?**

Schools represent a crucial resource in the community and have enormous potential to offer wider support for children and families, particularly in rural areas and areas of

disadvantage. Our schools already provide many enrichment opportunities for children beyond the classroom and recognise the added value they bring.

Benefits for pupils and schools include:

- Improved outcomes for children and young people
- Increased pupil motivation and self-esteem
- Improved emotional and physical health
- Improved attainment and behaviour, with children and young people better able and prepared to access learning in the classroom more effectively
- Specialist facilities to meet pupils' wider needs
- Additional facilities and equipment
- Greater opportunities for staff for flexible working and career development
- Enhanced partnership working with the community and better school security
- Easier access to essential services for staff, helping staff recruitment and retention.
- A greater emphasis on preventive rather than reactive services
- Greater involvement of parents and pupils in shaping services to ensure that they are meeting needs

Benefits for families include:

- Improvements in child behaviour and social skills
- Greater parental involvement in children's learning
- More opportunities for local adult education
- Greater availability of specialist support for families
- Increased childcare support
- Parenting support including raised awareness and information about adult services for those with parenting responsibilities
- Family learning opportunities

Benefits for communities include:

- Better access to essential services
- Improved local availability of sports, arts, play and other facilities
- Local career development opportunities
- Better supervision of children outside school hours
- Closer relationships with the school.
- Supporting community capacity building and raising aspirations
- Contribution to reduction of offending, victimisation and anti social behaviour
- Use of school facilities in rural areas
- Positive impact upon local regeneration through lifelong learning and enterprise

There are already many examples in Nottinghamshire of schools working with their communities to provide a supportive infrastructure to encourage the attainment and well being of each and every child. Partners will build on this and in particular the multi-agency working already established.

## **Agencies and Disciplines Working Together**

In Nottinghamshire, we can be proud of a successful track record in collaborative work between agencies, but we recognise there is more to be done. Statutory guidance to the Children Act 2004 requires Local Authorities to move towards improved service delivery by developing easily accessible multi-disciplinary and multi-agency teams. This will strengthen inter-professional relationships, promote shared vision and values and stimulate trust.

Targeted services should retain their specific focus and areas of expertise but should work towards providing services through multi-disciplinary co-located teams. Services will need to re-shape themselves to provide support to universal services and clearer and more integrated referral pathways and care planning, supported by well understood eligibility criteria.

The Government recognises the advantages of locating multi-disciplinary teams in and around the places where children and young people spend much of their time, such as schools and Children's Centres, youth centres, libraries, sports centres, village halls, health centres or Connexions one-stop shops.

The implications of multi agency working, and future developments in children's services will require greater emphasis on:

- Information sharing across the county council and with partner organisations
- Integrated planning
- Joint commissioning
- Re-prioritising resources including pooled budgets

We believe that in the journey towards more extended services around schools, we can draw upon and share more widely the good practice that exists. We also believe that with a genuine commitment to 'keeping it local' schools, their partners and communities can be encouraged and supported to develop innovative local solutions to meet their needs.

## **Involving Children, Young People and Parents**

The views and aspirations of children young people and the wider community are key to the success of this approach. Families will be involved in developments through shared planning, consultation, active participation and feedback. In Nottinghamshire the "Hear by Right" Standards Framework adopted by the County Council recognises that listening and responding to children and young people should be an integral part of everyday practice for all partners. This is supported through Nottinghamshire County Council's Public Engagement policy and the Involving Children and Young People Strategy. A framework for the Participation of Parents and Carers is under development and will underpin this approach. Children and young people need to be involved in decision making about their lives, and in designing and developing services. The voice of children and young people should be heard at all the levels and inform local design and delivery of arrangements.

## The Way Forward - A Model for Nottinghamshire

Nottinghamshire County Council is the 11<sup>th</sup> largest Local Authority (LA) in England. It has 181, 500 children and young people (0-19) of whom 4% are from black and minority ethnic backgrounds, around 4,500 are “in need” and 420 are in the care of the Local Authority. Children receive services from over 360 schools, 274 pre-school learning services, 7 Primary Care Trusts currently subject to restructuring, 4 Acute Hospitals, 1 Mental Health Service Trust, 7 District Councils, and over 300 voluntary organisations. There will be 48 children’s centres in the county by 2008 – the largest programme in the East Midlands. Around 5000 young people from Nottingham City attend schools in the County.

As a diverse county with diverse needs the LA and partners believe that we must build on existing successful local networks. We will seek to strengthen relationships between schools in localities, often, but not exclusively using family of schools networks or clusters.

“Many schools will develop the core offer of extended services by working in partnership with existing local private or voluntary sector providers or by building on existing links with other local schools and working as part of a **locality cluster**”. (Extended Schools: Access to opportunities and services for all. A Prospectus)

Whilst the family of schools network is likely to be used to define a cluster, other networks may be appropriate in order to recognise local factors, for example a smaller group of schools serving a discrete community. This model also offers the kind of flexibility required to respond to the needs of the community, where services are shared rather than duplicated, and may include full school based health and social service provision. This approach could be used to improve access to transport and accommodation and provides opportunities for pooling budgets and sharing resources, including personnel. The Local Authority with support from partner agencies will work with schools in locality clusters assisting them to meet together with local service providers, community representatives, and voluntary agencies as appropriate.

This approach will be realised by means of a number of complementary strands of work. Information and advice will be available for schools and other agencies, including a guidance ‘toolkit’. All schools in the county will be encouraged to develop extended services appropriate to their locality, and will be eligible for support and advice from the Local Authority and partners.

Alongside this ‘universal’ offer is a targeted change management programme devised by the National Remodelling Team (NRT) now subsumed within the Training and Development Agency for schools (TDA). Nottinghamshire was one of six Local Authorities to pilot this work with schools and partner service providers. The programme is being rolled out to approximately 200 schools in the county over a 3 year period from 2005 to 2008, and focuses upon planning and implementation of the core offer of extended services. The first wave of five families of schools began this work in September 2005, with further waves of schools to follow.

This programme will:-

- Build upon work schools have started using the NRT / TDA's change management process to address Workforce Reform.
- Build on existing relationships between partners
- Encourage a new culture to support joint working
- Define and agree new roles and responsibilities
- Enable schools and their partners to plan and deliver the core offer of extended services to children, young people and their families.

### **Planning arrangements: Making it happen**

Whilst the development of extended services will be taken forward in all localities across the county, and supported through local networks, the Children and Young People's Strategic Partnership will retain an overview of progress and direction.

The Strategy will be implemented through the extended services action plan designed to engage and support Nottinghamshire schools, partners and their communities. Planning arrangements will ensure that strands of linked activity relate to each other coherently and engage partners effectively. Key activities within the action plan include:

- The development of Extended Services networks across the County
- Strategic action by agencies to re-shape services to support these developments to improve outcomes
- Roll out of the NRT/TDA Change Management Process to accelerate the programme for extending services in and around schools.
- An online Audit of current provision which can be updated by schools as work progresses
- Development and regular updating of an online "tool kit" of guidance, information and resources, initially for access by schools, and subsequently accessible via public website
- Support, advice and signposting available to schools and governors around consulting with local communities / stakeholders, and working with multi-agency partners
- Funding via the LA as an entitlement to all schools working in locality clusters, to support initial planning and infrastructure
- Identification of alternative sources of funding
- Quality Assurance

This approach is being developed across Nottinghamshire using a number of funding streams and mainstream budgets. These include strands of funding for revenue and capital that flow from Central Government via Local Authorities (eg: Standards Fund and Sure Start General Grant) together with funds that flow directly to schools (eg: Schools Standards Grant, including enhanced funding for personalised learning). Central Government has pledged to develop infrastructure and to help initiate the provision of new services. In Nottinghamshire the maximum possible level of funding



is being devolved to clusters or families of schools with a view to securing four key commitments to:

- provide access to the 'core offer'
- work in partnership with other schools in the cluster
- undertake community consultation to ascertain local need and desire for services
- complete and update the online audit produced by the Local Authority

All schools have an entitlement to access formula funding as a locality cluster, and in addition those participating in the NRT/TDA programme receive a 'family' allocation. This resource is available to assist the development of sustainable plans for the future.

Capital funding for Extended Services within the General Sure Start Grant is available in 2006/2007 and 2007/2008 and is one of three interlocking strands, with funding for Children's Centres and the creation of childcare places. Criteria for the approval of capital projects will take account of statutory responsibilities, the timeframe within which work must be completed, and analysis of need across localities. It will be important to focus on synergies with Children's Centres & childcare developments to add value in relation to delivery of the 'core offer'. Equally, audit information from schools regarding access to services, information gleaned through community consultation, together with coordinated planning between partner organisations, will enable funds to be directed strategically to meet the wider Extended Services agenda.

### **Monitoring and Evaluation**

The Extending Services programme will be performance managed and reviewed as part of the Children and Young People's Plan overseen by the Children and Young Peoples Strategic Partnership.

Schools will monitor effectiveness by:-

- Ongoing monitoring and self evaluation by schools of extended provision using the online audit, reporting to the TDA
- The School Improvement Plan
- Self Evaluation Framework
- Budget and management arrangements
- Ofsted inspection reports and JAR (Joint Area Review) in 2008
- Qualitative review through sharing and celebrating good practice

Under the new Ofsted inspection framework introduced in September 2005, the effectiveness of extended schools services and educational and support programmes for parents, families and members of the community will be evaluated and reported on by Ofsted.

Schools will be judged on the extent to which they understand local needs and opinions, and are able to capitalise on this understanding to improve what they provide, both for their own pupils and the community. The school's strategy for

raising standards will also be examined to see what innovation and practice exists to sustain learning beyond the classroom.

Incorporating all extended activities into the overall development plan for the school is critical in ensuring the success and cohesion of a wide range of otherwise potentially disparate activities. Such activities should be a key component in the overall strategy for the school and it is vital that sufficient time and attention is allocated to their management, monitoring and evaluation.

Schools will be judged on how they are working with partners to achieve the five outcomes for children and young people, recognising that academic achievement (attainment) is directly linked to each of these outcomes.

## Appendix: Resources

This list of resources is intended to provide users with sources for publications mentioned in the text and other background information.

CAF (Common Assessment Framework)  
[www.everychildmatters.gov.uk/deliveringservices/caf/](http://www.everychildmatters.gov.uk/deliveringservices/caf/)

Connexions [www.connexions.gov.uk](http://www.connexions.gov.uk)

Every Child Matters and Lead professional Good Practice Guidance for children with additional needs (2005)  
[www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

Extended Schools Prospectus  
[www.teachernet.gov.uk/extendedschools](http://www.teachernet.gov.uk/extendedschools)

Hear by Right [www.nya.org.uk/hearbyright](http://www.nya.org.uk/hearbyright)

Information Sharing and Assessment  
[www.dfes.gov.uk/ISA/index.cfm](http://www.dfes.gov.uk/ISA/index.cfm)

JAR (Joint Area Review)  
[www.ofsted.gov.uk/publications/index.cfm](http://www.ofsted.gov.uk/publications/index.cfm)

LAA (Local Area Agreements) [www.odpm.gov.uk/index.asp](http://www.odpm.gov.uk/index.asp)

National remodelling Team [www.remodelling.org](http://www.remodelling.org)

Nottinghamshire Change for Children  
[www.nottinghamshire.gov.uk/changeforchildren](http://www.nottinghamshire.gov.uk/changeforchildren)

Sure Start Children's Centres  
[www.surestart.gov.uk/surestartservices/settings/surestartchildrenscentres/](http://www.surestart.gov.uk/surestartservices/settings/surestartchildrenscentres/)

WAMG (Workforce Agreement Remodelling Group)  
[www.remodelling.org/programmes/na/who\\_wamg.php](http://www.remodelling.org/programmes/na/who_wamg.php)

Youth Matters Green Paper (2005)  
[www.dfes.gov.uk/publications/youth/](http://www.dfes.gov.uk/publications/youth/)

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