

ROYAL BOROUGH OF KINGSTON UPON THAMES

LEARNING AND CHILDREN'S SERVICES

Extended Services Strategy 2009-13

This paper sets out the strategic policy and practice strands that will inform planning and delivery of Extended Services within the timeframe of the new Children & Young People's Plan. The content has been prepared following consultation with the Cluster Co-ordination Group, and a reviewed by ESMs of their work over the last academic year.

Kingston's context

Kingston is now offering the Full Core Offer of extended services provision across each of the four clusters. A range of services have been developed for each core strand and take up of services has been good and feedback positive. Each cluster has developed independently target areas which have been identified by using local and school data. Each cluster operates and is structured in such a way that has been found to be most effective for those that are currently engaging with the service.

Having reached the full core offer status Kingston's Extended Services now needs to continue moving forward by focussing not simply on providing services, but commissioning high quality sustainable services that meet local needs and priorities by ensuring effective use of resources.

Extended Services - Outcomes and Performance Indicators, Clusters as Commissioners

Extended Services delivery is detailed in the Children and Young People's Plan 2009-13. In order to ensure services meet local needs, clusters will identify a clear set of cluster priorities drawing on data from the cluster needs analysis. Priorities will reflect the over-arching aims of CYPP and Narrowing the Gap priorities against which resources can be targeted and a range of performance indicators developed in order to measure and evidence impact

Application of the RBK Commissioning Framework will ensure clusters are designing services to meet needs and demand effectively.

Measuring Quality

Annual application of the TDA Quality Assessment tool will be used to assess the quality of our cluster arrangements and identify effective services. The system will enable the LA to benchmark arrangements not only at a cluster level but also a school level and therefore will help to identify areas for improvement.

In order to monitor progress in terms of the core offer and sustainability of services the Extended Schools managers will need to establish effective systems to gather data from schools and undertake quarterly progress reviews against agreed objectives and outcomes. There is a clear relationship between Extended Services and the New Ofsted Inspection Framework. It will be critical, particularly in ensuring the sustainability of Extended Services, that the Extended Schools Managers work closely with the School Improvement team to support schools to contribute to SEFs, Ofsted Inspection reports, strategic reviews and development of data eg Schools Census. As such there is a need for cluster operational plans to be integrated with School Improvement plans.

Regular consultation with schools, service partners, children, young people and families will ensure that services continue to meet demand and local needs. An online survey for children and young people has already been piloted in South of the Borough and will be rolled out across the remaining clusters in early 2010. Schools Councils will also be involved in reviewing and recommending service developments. Data gathered from these sources will be incorporated into the planning process.

Governance of Extended Services

The role of the Cluster Coordination Group will be crucial to ensuring the sustainability of Extended Services. Extended Services is at the forefront of multi-disciplinary and integrated working and the strategic direction from this group will ensure joined up planning and integrated approach to overcome gaps in frontline services. Extended Services will work with Clusters in reconfiguring services to meet identified local needs and ensuring sustainability. It will also be essential to include governors and parent teacher groups in both operational strategic planning.

Developing the roles of Extended Schools Managers

The role of the Extended Schools Managers promote partnership working to ensure the system delivers good outcomes for children and young people. Their role will involve:

- Developing action plans and targets
- Identifying appropriate deliverers of service to meet need
- Developing effective systems of evaluation and impact
- Transformational work – identifying gaps and reconfiguring services to meet needs
- Identify opportunities to develop Extended Services across clusters

Parenting

The development of the 0-19 Parenting Team, aligned with the Think Family agenda and Parenting Strategy, will contribute to the delivery of the Parenting Support element of the extended service core offer. The team will provide a continuum of parenting support that offers individual family support as well as group support in the form of parenting courses. The team will be trained in a range evidenced based parenting programmes and will be well placed to offer appropriate family-focussed support to meet the needs of the family.

Resources

The Commissioning Framework sets out how clusters should operate to provide high quality, sustainable services that meet local needs and priorities within effective use of resources. It emphasises the need to work in partnership to ensure there is joint planning between funding streams. In support of this, robust and standardised financial monitoring and reporting procedures have been established.

Clusters as the framework for more multi-disciplinary working

Extended Services provide the ideal opportunity for further developments in terms of multi-disciplinary and integrated working. There is currently a wide range of multi-disciplinary services being delivered through schools which improves access to and therefore the uptake of services, particularly by children and families that are difficult to engage. More importantly it provides the opportunity to access services earlier therefore preventing escalation of issues and the need for more complex interventions in the future.

There is scope to develop a new model of local integrated service delivery which incorporates further co-location of services so that all services are targeted to the identified areas of need.

Extended services: the key to delivering the 21st Century school

It is useful at this stage of BSF strategic development in Kingston to locate the role of Extended Services as an integral aspect in the development and impact of the 21st Century School. To illustrate how the development of Extended Services locally is rooted in the provisions of the White Paper, a summary of the key drivers for transformation are set out below:

The 21st Century School White Paper focuses on 5 key themes:

- Ensuring excellent teaching and securing extra help for each child
- Driving partnership working to ensure the system delivers for children
- Improving every school, with strong accountability and rapid intervention

- Supporting every school, through appropriate roles for local and central government
- Developing a well-led, highly-skilled workforce

The 21st Century school will:

- provide an excellent, personalised education
- ensure that each child and young person achieves their full potential, and
- contribute actively to all aspects of pupils' lives, ensuring pupil well-being across all the ECM outcomes.

A school can achieve this by:

- playing a central role in its community
- providing access to all the elements of the core offer of extended services
- being accredited as a Healthy School and having implemented the Social and Emotional Aspects of Learning (SEAL) programme
- working closely with other children's services and in partnership with other schools
- engaging with the children's trust
- focusing on early identification and prevention
- actively engaging and listening to parents, working with them as partners in their children's learning and development.

Next steps

This draft strategy sets out the key policy and practice strands that will inform the commissioning and delivery of cluster based Extended Services over the next four years.

A small executive task and finish group drawn from the cluster leadership teams, ESMs and key partners will be established to work up an action plan to support the delivery of the strategy setting out key objectives, activities, milestones and impact measurements. As necessary this group will dovetail with other CYPP outcome groups to avoid duplication.

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