

A guide for Salford school governors

Welcome to the governance briefing document.

The Government's definition of an extended school is one that provides a range of services and activities often beyond the school day, to help meet the needs of its pupils, their families and the wider community.

It is intended that all schools will be fully extended by 2010.

The Government message is clear – extended services should not be seen as a tag on to what the school is already delivering, but should be embedded in all that they do.

Effectively planned extended services can contribute to a number of national agendas - improved attendance, improved behaviour, improved attainment to name but a few. The Local Authority will be driving and supporting the direct link between school improvement planning and extended services during the coming months.

Schools in Salford are at various points on the scale of working towards this status and we are delighted that some of our schools are already classed as fully extended. All schools in Salford are currently meeting *some* elements of the core offer and are being supported in understanding, delivering, monitoring and sustaining the extended schools agenda by four centrally employed Locality Project Managers – details of which can be found on page 3.

This briefing pack has been produced to support and complement a comprehensive training programme that will be rolled out during the spring and summer term 2008. The pack has been designed to provide a clear and concise outline of what an extended school is and the process and questions that governors should be asking to both understand their role and support their school in achieving this.

No matter what stage your school is at in meeting the extended schools agenda, we hope that there will be something of interest to you here.

Karen Moody
Lead Officer for Extended Services

Inside...

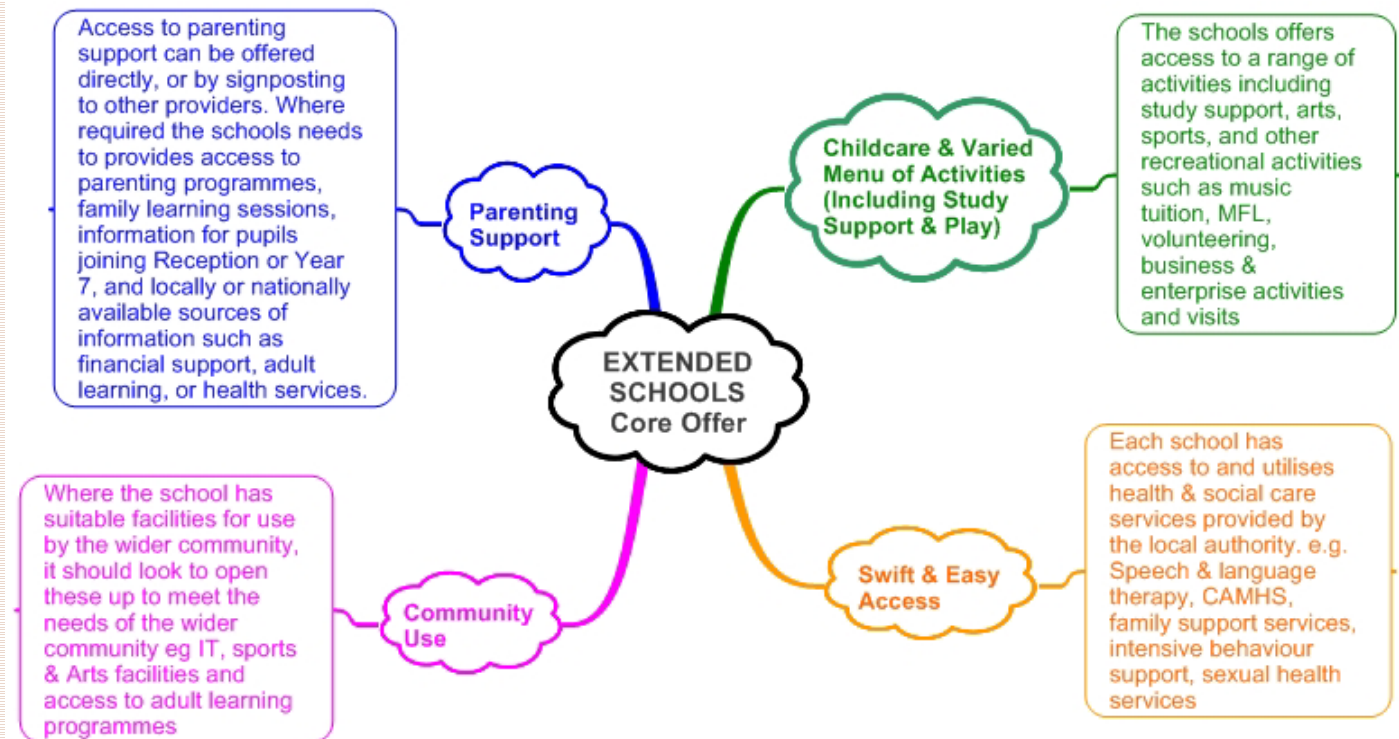
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What is an Extended School?

Extended schools describes the range of services that schools should aim to offer to their pupils, parents and local communities. There is a 'core offer' of services that the government has said must be being delivered by all schools by the year 2010. This briefing document will guide you through the essential components of what you, as governors, need to know about extended schools in Salford.



What is the extended schools core offer?



For sources of further information please refer to the references section at the end of this document and the Salford City Council website on extended schools (www.salford.gov.uk/extended-schools.htm)

Locality Project Managers

Locality Project Managers are supporting the delivery of extended schools across Salford. We work with schools on both an individual and on a cluster basis in identifying gaps in provision, supporting their consultation process and in their delivery of projects relating to extended services.

Listed below are the various contact details for each of the four Locality Project Managers for extended schools. All the Locality Project Managers are based at:

Minerva House, Pendlebury Road, Swinton, Salford, M27 4EQ.

Suzanne Cheng



Locality: South
Tel: 0161 778 0314
Mobile: 07872 807974
Fax: 0870 751 9884
Email: suzanne.cheng@salford.gov.uk

Prior to joining Salford City Council, Suzanne worked in the financial sector managing process redesign and continuous improvement projects. Since then, Suzanne has gained a Post Graduate Certificate in Professional Studies in Child Development, undertaken volunteer work mentoring in Wythenshawe and worked as a mentor and pastoral manager in Salford secondary schools. In her time outside of Salford, Suzanne works as a consultant part-time and can often be found in the gym.

Paul Jones



Locality: Central & West
Tel: 0161 778 0429
Mobile: 07766 993660
Fax: 0870 751 9884
Email: paul.jones@salford.gov.uk

Paul is the most recent addition to the team. Prior to joining he managed Salford City Council's unique One Stop Shop in the West locality after a period of working in forensics.

In his spare time Paul lectures in Photoshop and digital video editing as well as being a regular at a local gym.

Sarah Manion



Locality: Central & North
Tel: 0161 778 0313
Mobile: 07809 085215
Fax: 0870 751 9884
Email: sarah.manion@salford.gov.uk

Sarah has worked for Salford City Council since 1993 across various directorates. Before taking up her post as Locality Project Manager she was a Sure Start accountant for 8 years. She is also a fully qualified aerobics instructor and has previously taught in various recreation centres across the city.

Sarah enjoys being a mum and when she actually has spare time she likes to keep herself fit at the gym.

Amy Tinker

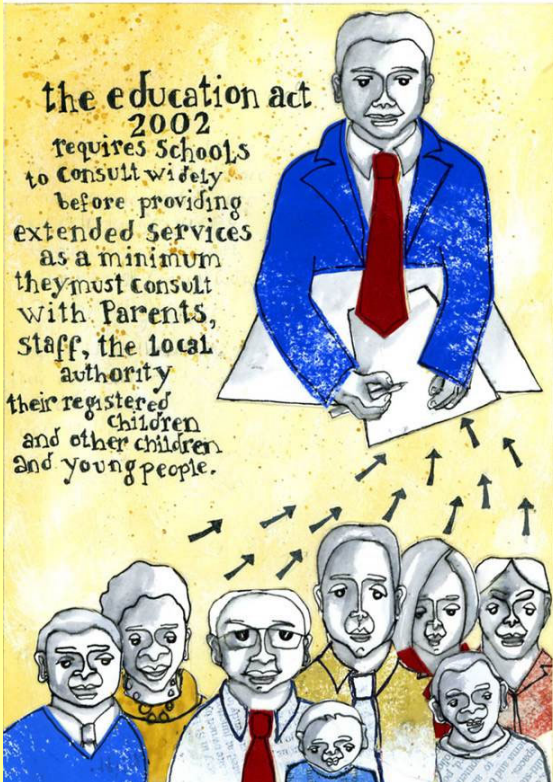


Locality: Central
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Fax: 0870 751 9884
Email: amy.tinker@salford.gov.uk

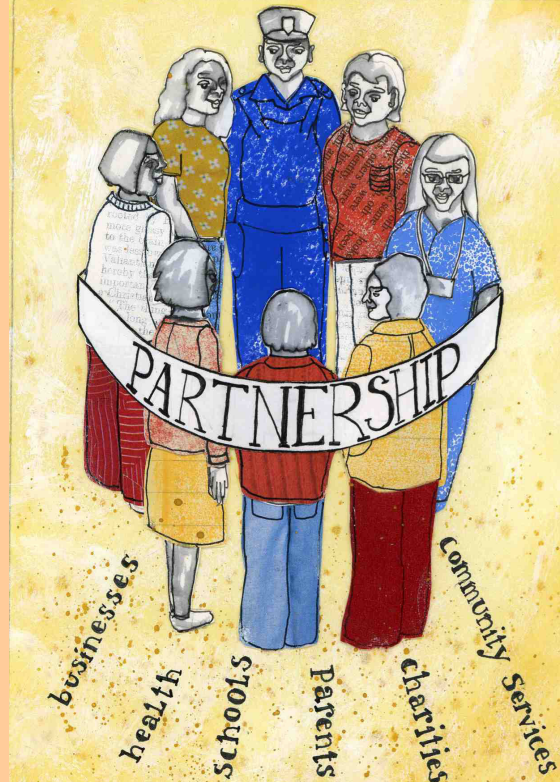
After graduating in International Relations Amy worked for central government before taking part in the National Graduate Development programme for local government. Amy has been involved in youth work as a volunteer for many years.

In her spare time Amy does lots of cycling and yoga. She is a keen traveller and has taught English abroad and backpacked across various countries.

The extended schools governance process



Consultation needs to take place to determine the needs of the school, pupils, families and community.



Extended Schools can only meet the needs of the community by working in partnership.



Extended schools aims to provide support to those who need it the most.



The services you deliver must be sustainable, whilst ensuring that the appropriate business planning has taken place and that you meet all legal requirements.

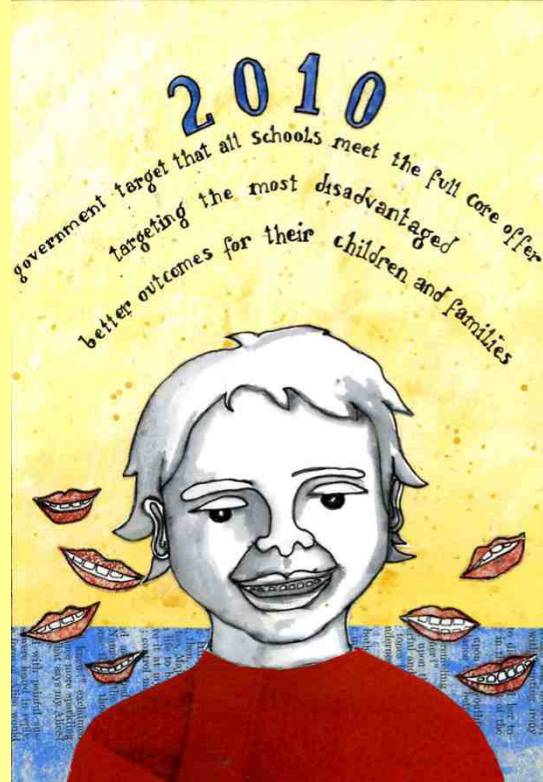
measuring
impact



Services provided must be monitored & reviewed. How will you evaluate the impact of the services your school delivers?



Does your school meet the full core offer? How effective are your partnerships? Are you and your cluster offering all you can?



Extended Schools is about raising standards and creating better outcomes for those that need it the most.

Every Child Matters

Accountabilities, responsibilities and liabilities

Governors are critical in the development of extended services as they have ultimate responsibility for deciding whether the school should offer additional activities and services and what form these should take. Under Section 27 of the Education Act 2002, it is governing bodies who have the power to provide facilities and services that further any charitable purpose for the benefit of pupils at the school, or their families, or people who live or work in the locality in which the school is situated. Part of the terms of this power is that they have a statutory duty to consult the local authority, school staff, parents of registered pupils of the school and registered pupils where this is appropriate. Governing bodies should develop a vision for their provision of extended services that aligns with the school's vision and helps them promote the intended outcomes and advantages to others.

There are a number of ways in which extended schools activities can be governed. Different models of governance will be appropriate depending on school resources and objectives.

Governance Models

Direct management by the governing body

This is where extended services are provided and managed directly by the school. In this instance, the governing body is directly accountable for the services and facilities provided.

The governing body sets up a limited company

Here extended services are provided and managed by a limited company which has been set up by the school, a cluster, or federation of schools. The company is responsible for the delivery of services. Governors, head teachers or school employees can be directors. The amount of direct involvement in the company by the governors will depend on the level of control they wish to retain.

The governing body sets up a voluntary organisation or registered charity

This is where the extended services are provided and managed by an organisation set up by the school, similar to a limited company, but this organisation may be eligible for registered charitable status. It may include representatives from schools within a cluster, or other partner organisations. This voluntary or charitable organisation may be eligible for alternative sources of funding that schools are unable to access and certain tax advantages as well.

The governing body works in partnership with a third party provider

Some or all of the extended school services are provided and managed by another organisation under a contract or agreement with the governing body. This could be a private company, a voluntary or public sector provider or a local authority provider. The external provider would take control and manage the business risk, i.e. the commissioning of services.

A voluntary committee

Here a voluntary committee manages the extended services. This model could allow greater community involvement, and the level of governor and school involvement can be a matter for the governing body to decide. It could also work effectively if the school was part of a federation, or working in partnership with other schools.

Delivery models

Schools should consider as part of their consultation, which of the following approaches or combination of approaches is right to meet the needs of their local community.

Delivery contract

The governing body arranges provision of a service, paying a third party to provide an agreed specification. E.g. a theatre company delivering a specific programme.

Management contract

As above, but a contractor is paid to manage the extended services and sub-contract their delivery. E.g. Salford Community Leisure sub-contracting to specific service providers.

Direct delivery

The school or cluster of schools, engages staff, who report through the management chain to the Headteacher or extended services manager. E.g. a teaching assistant delivering after school clubs or activities.

Hosting

The governing body, on behalf of the local authority, allows a service to be provided on site, but does not arrange or take a direct role in its delivery. E.g. a brownies group using your school hall.

Access only

The school provides information about a service, and help with access, but neither hosts nor provides it. E.g. signposting to a service available elsewhere.

Working with 3rd parties

Delivery models which involve third parties providing or managing services on the school site require the school and third party to agree responsibilities, liability and accountability.

There are a number of documents that schools should use to ensure effective working with third parties.

Partnership agreement

A document which sets out the responsibilities of both the school and the third party and is signed by both. Such an agreement minimises the amount of time school staff have to spend managing third parties using school premises. It also ensures that duties associated with issues such as safeguarding or health and safety are effectively delegated and lines of responsibility are clear.

Transfer of Control Agreements

Governing bodies can enter into a Transfer of Control Agreement in order to share control of the school premises with another body, or transfer control to it. The other body, known as the 'controlling body' will continue to occupy and to use of the premises during the times specified in the agreement.

These formal agreements should be supported by effective day-to-day procedures such as booking forms for out of school hours activities, which clearly define the terms of use of school premises.

References and web address

For further information please contact Governor Services at Children's services or at governor.services@salford.gov.uk

The following reference documents are also available on line:

The Salford City Council Extended Schools website

www.salford.gov.uk/extended-schools.htm

✉ extended.schools@salford.gov.uk

Governors Briefing Document June 2007

publications.teachernet.gov.uk/eOrderingDownload/Governance%20guidance.pdf

Consultation toolkits

www.tda.gov.uk/upload/resources/pdf/c/consultationtoolkit.pdf

www.tda.gov.uk/upload/resources/pdf/tfb_toolkit_v2.0_02.01.07.pdf

Alternative funding sources information will be available on the Salford City Council website

www.salford.gov.uk/extended-schools.htm

Governors guide to the law

[http://www.governor.net.co.uk/linkAttachments/GTTL%20June%202007%20-%20pdf\[1\].pdf](http://www.governor.net.co.uk/linkAttachments/GTTL%20June%202007%20-%20pdf[1].pdf)

Governor Services charging policies

www.teachernet.gov.uk/docbank/index.cfm?id=8145

Education Act 2002

<http://www.opsi.gov.uk/acts/acts2002/20020032.htm>

إذا احتجت للمساعدة في فهم هذه النشرة , برجاء الاتصال بفريق المساواة في مجلس سالفورد,
هاتف رقم 0161 778 0452

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如果您有關於本宣傳頁的任何問題,請聯繫 Salford 理事會的 Equalities 團隊,電話號碼為
0161 778 0452

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This document can also be provided in large print, audio/electronic and Braille formats. If you need help in understanding this document, please contact the Equalities Team at Salford City Council on 0161 778 0452.