

**ROYAL BOROUGH OF KENSINGTON AND CHELSEA****SCRUTINY COMMITTEE ON FAMILY AND CHILDREN'S SERVICES****26 JUNE 2012****REPORT BY THE CABINET MEMBER FOR FAMILY AND CHILDREN'S  
SERVICES AND EDUCATION AND LIBRARIES****REPORT ON CURRENT ISSUES**

The purpose of this report is to inform Members of recent policy and practice developments which are likely to impact on the future work of the Business Group and to update Members on progress of important current projects.

**FOR INFORMATION****1. BACKGROUND**

- 1.1 Scrutiny Committee Members have requested regular updates on important projects and local or national Family and Children's Service (FCS) developments.

**2. TRIBOROUGH CHILDREN'S SERVICES UPDATE**

- 2.1 The implementation of a Tri-borough Children's Service has been ongoing since the Cabinet agreement to proposals in June 2011, progress of which has been reported to previous scrutiny meetings. Seven major projects constituted the first stage of Tri-borough Children's Services: Senior Management; Education; Fostering and Adoption; Safeguarding and Local Safeguarding Children Board; Youth Offending Service; Commissioning; and Finance. Nearly all elements of the first stage of work are complete.
- 2.2 Since the last Cabinet Members Update, the further re-organisation in Education, providing discretionary services purchased by schools, has been fully implemented.
- 2.3 The co-location of the Tri-borough Children's Commissioning directorate in Kensington Town Hall is now completed. Some key appointments previously outstanding have now been made including the position of Policy Manager and Lead Commissioner for Specialist Intervention. The directorate is working to fill the remaining vacancies as soon as possible.
- 2.4 Kate Singleton, Head of Combined Safeguarding, Review and Quality Assurance, has joined the Senior Leadership Team as a direct report to Andrew Christie. This reflects the fact that the safety and protection of children and young people is the department's highest priority. Local Safeguarding appointments are outlined in paragraph five of this report.

- 2.5 A number of engagement events have taken place to support and develop teams that have come together as Tri-borough services. For example, Tri-borough Fostering & Adoption used an event to build their service plan and the Tri-borough Children's Commissioning directorate held an all staff event to establish and discuss priorities for the year ahead.
- 2.6 The Children's Member Steering Group continues to meet regularly. The group has been set up to ensure that Members are effectively engaged in the delivery and implementation of the new combined service arrangements.
- 2.7 Groups involving key partners across the three boroughs, such as the Headteachers' Executive Board and the Tri-borough Youth Offending Service Governance Board, are continuing to develop relationships and initiate productive discussion. A Tri-borough Headteachers' Conference will bring together all school heads from across the three boroughs on 27 June. The event will be an opportunity for schools to learn more about Tri-borough Children's Services and tackle shared issues through workshops and discussions.
- 2.8 A short guide to Tri-borough Children's Services has been produced, offering an overview of the directorates and their work for the benefit of staff and partner agencies. Copies of the guide are available on the TriBnet children's services webpage.
- 2.9 Stage one of the programme has closed and the next stage of development of the Tri-Borough Children's Service is now underway. Stage two will involve embedding developments of the first stage in service areas and directing new projects to deliver further savings and service improvements.

### **3. TRI-BOROUGH TROUBLED FAMILIES**

- 3.1 As part of the government's ambition to turn around the lives of 120,000 troubled families in England, the Prime Minister announced in December a total of £448 million additional funding, over the next 3 years, to support local government in this challenge.
- 3.2 Since December, the 'Troubled Families' Unit within the Department of Communities and Local Government (DCLG) has provided further details about the cohort of families they expect local authorities to work with and the financial deal on offer.
- 3.3 Within Kensington and Chelsea it was estimated that there are 400 'troubled families'; this estimate was based on figures provided by the Social Exclusion Unit research. To qualify as a troubled family within this programme, DCLG have defined a troubled family as those meeting three of the following four criteria:
- i. those where a young person is engaged with the YOT and/or a family member has an ASBO or the family has been subject to a housing related ASB intervention;

- ii. a child has been excluded, is in alternative provision, or has less than 85 percent attendance;
  - iii. is a household with an adult on working age benefits; and
  - iv. a locally prescribed indicator based on high levels of concern for family members.
- 3.4 An initial data matching exercise has been undertaken which has identified a considerable lower number of families than 400 which meet three of the four criteria. Data analysts are working with service managers to understand the story behind the data.
- 3.5 Kensington and Chelsea has already received funding available for capacity building to take forward local plans to work with these families. Natasha Bishop, Head of the Family Recovery Programme in Westminster, has been appointed the Troubled Families Coordinator for the Triborough Councils.
- 3.6 In addition to the above funding, DCLG are offering a maximum payment of £4000 for every family successfully 'turned around' through services offered. This is a mixture of Attachment Fee – similar to a grant – and a 'payment by result' (PbR) if successful outcomes are achieved for the family. This is the first in large scale PbR deals to local government and offers an exciting opportunity rethink how services are delivered. In the first year of the programme the financial deal is heavily weighted towards the Attachment Fee (for 2012/13 – 80 percent is Attachment Fee, 20 percent PbR) which in later years is reversed towards payment by results.
- 3.7 The Triborough Director of Children's Services is sponsoring the project and is chairing a cross-partner steering group to oversee developments and ensure delivery and outcomes. A Design Workshop was held on 12 June to engage council staff and partners across Kensington and Chelsea, Hammersmith and Fulham, and Westminster in future service redesign options.
- 3.8 An outline business case on future service redesign will be brought to Members for decision in late summer 2012. Any service redesign options will be informed by a detailed modelling of the outcomes to be achieved and payments available through the programme.

#### **4. TRI-BOROUGH COMMISSIONING AND CONTRACTS BOARD**

- 4.1 Triborough Children's Services has established a new Commissioning and Contracts Board. Chaired by the Director of Tri-borough Children's Services Commissioning, the Board will provide oversight of, and approval for, the delivery and implementation of Children's Services commissioning plans, their procurement stages and their ongoing contract management.
- 4.2 As part of its remit, the Board will: manage and review the Forward Plan of procurement across the three boroughs and agree the scheduling to achieve a clear link to shared strategic priorities and savings plans; act as a Challenge Group for all commissioning and procurement projects to ensure that statutory requirements and corporate values, corporate

considerations and standards are adhered to; and ensure appropriate resource is committed to each commissioning project and procurement process to deliver in a timely fashion.

- 4.3 The Board includes representation from across Children's Services Commissioning, Adults Services Commissioning, and the three boroughs Corporate Procurement. Members also include the Director Tri-borough Children's Services Finance, Triborough Director of Education, and will involve other officers as required, such as legal, property and IT. The membership is intended to ensure that the Board offers positive challenge from a wide range of perspectives.
- 4.4 The board has been designed to work with governance requirements for commissioning and procurement across the three boroughs. .

## **5. RBKC SAFEGUARDING, REVIEW AND PARTICIPATION MANAGER**

- 5.1 Mrs Angela Flahive has been appointed to the local Safeguarding, Review and Participation Manager position for the Royal Borough, who will be managed by Kate Singleton, Triborough Head of Safeguarding. Mrs Flahive has been acting Head of Service for Safeguarding, Quality and Review in Kensington and Chelsea for nearly two years and was previously a locality social work team manager in the borough.
- 5.2 The new Combined Safeguarding, Review and Quality Assurance Service has responsibility for the new tri-borough Local Safeguarding Children Board, for reviewing arrangements for looked after children and care leavers across the three boroughs, and for annual reviews and quality assurance of our carers in the shared Fostering and Adoption service. In addition, the Service provides advocacy and participation services to looked after children and care leavers. The Service also delivers safeguarding and quality assurance functions for the London Borough of Hammersmith and Fulham and the Royal Borough through the local teams of Family Support and Child Protection Advisers.

## **6. INVOLVED BY RIGHT**

- 6.1 The Involved by Right project is beginning to make a difference to strengthening child protection processes:
- 28 children aged 8-16 years have accessed independent advocacy support in conjunction with child protection conferences
  - 50 children have completed Viewpoint questionnaires about their experiences of the child protection process
  - Child protection professionals are reporting positive outcomes of piloting the enhanced Strengthening Families child protection conference model with independent advocacy support for the child;

- 6.2 The pilot study is currently being evaluated by National Children's Bureau, and initial findings will be available in November 2012, and published in February 2013.
- 6.3 The project is also having an impact on strengthening participation:
- Youth Advisory Boards (YABs) have been established in three countries (Italy, UK, Sweden) for children in care and care leavers to meet and share experiences of statutory child care processes
  - In April, three YAB representatives from each country met in Brussels to explore participation experiences and ways to contribute to a best practice toolkit for services to be more responsive to children's needs
  - In the summer holiday, local YAB representatives will be offered project work experience
  - In September, twelve YAB representatives will take part in a youth residential in England to carry on the work that started in their last meeting.

## **7. REMODELLING THE YOUTH SERVICE**

- 7.1 A project to examine the feasibility of Youth Support and Development Service (YSDS) staff setting up a social enterprise to operate independently from the Council as an employee mutual is progressing. The project is part of the Cabinet Office Pathfinder programme for employee mutual. As one of the Pathfinders employees have been given a range of professional support.
- 7.2 Since the last update, YSDS have developed their business case and the Council is carrying out the necessary due diligence. In July, Cabinet will be asked to approve the business case and give approval to YSDS staff to proceed with setting up an Employee Led Mutual (ELM) operating independently from the Council.
- 7.3 Alongside this a commissioning strategy is being developed to define the scope of what the Royal Borough will commission from the YSDS-ELM based on needs identified in the Early Help and Targeted Support Strategy. This will form the basis of a specification and initial service contract with the YSDS-ELM. Cabinet will be asked to approve the service contract.
- 7.4 If approved, the YSDS-ELM will operate under contract to the Council with the same provider client arrangements as other commissioned services.

## **8. AWARD FOR HIGH QUALITY OF COUNCIL CAREERS ADVISORS**

- 8.1 Careers advisors attached to the Youth Support and Development Service (YSDS) have had the quality of their work recognised through the acquisition of the Department of Business, Innovation and Skills Matrix standard. A two day external assessment concluded that YSDS staff had the necessary skills to provide high quality advice to young people. Under recent DfE statutory guidance, the Matrix standard is now a requirement

for all organisations delivering careers guidance. This award creates the potential for YSDS to acquire contracts beyond the boundary of the Royal Borough.

## **9. REVISED EARLY YEARS FOUNDATION STAGE (EYFS)**

- 9.1 The Revised Early Years Foundation Stage (EYFS) becomes statutory on 1 September 2012. The framework sets the standards that all early years providers must meet to ensure that children learn and develop well and are kept healthy and safe. It promotes teaching and learning to ensure 'school readiness' and gives children a broad range of knowledge and skills that provide the right foundation for good progress through school and life. Training is being provided for all headteachers and Early Years providers.

## **10. LIBRARY SERVICE DIGITAL MARKETING**

- 10.1 Work is underway to develop an online Reading Group in partnership with The Reading Agency, and the publishers Little Brown and Hodder, within the Library Service. It is planned to build on the existing network of reading groups which take place in the libraries across the three tri-boroughs.
- 10.2 Developing the online reading group will not only give residents another avenue to access our services but also attract new readers. Once it is in place the Library Service will be seeking to use it to develop partnerships with community groups. This will be developed with help and advice from publishers who will also then supply authors to launch the group at events across the three boroughs. The publishers are also supplying a large number of free books to start the group off.

## **11. IMPROVEMENTS TO LIBRARY STOCK SUPPLY PROCESSES**

- 11.1 Direct delivery of stock to individual libraries went live in the Royal Borough at the end of May 2012: this was a key milestone in creating a Tri-borough Integrated (and smaller) Stock Team by the end of June. Instead of new books and other stock being delivered first to the stock unit, being processed and then sent out to branches, they will now be sent direct to libraries which means that new stock will get onto shelves much more quickly. The need for the invoices to be processed by hand has also been removed by the introduction of Electronic Ordering and Invoicing of stock. This will also be introduced into Hammersmith and Fulham by the middle of June so that the new stock team will be in place by the first week of July.

## **12. LIBRARY REFURBISHMENTS**

- 12.1 Kensal Library has now fully re-opened following refurbishment works. Self service technology has been introduced and in response to demand and there are more PCs and an improved children's area. Early customer feedback has been very positive.
- 12.2 As at the start of June, refurbishment works at Central Library are running to schedule, albeit to the revised schedule following initial delays in the scheme last year. The main body of the reference library on the first floor and the local studies area re-opened on the 9 May, at which point work on the rest of the floor commenced. This second phase will take approximately 8 weeks to complete. During this period a restricted service will operate in the Reference Library, with no public computers, but approximately 75 percent of the stock will still be available. Customers will need to use a temporary access route via the stairs and lift located on the ground floor of the library's west wing. Services in the rest of the building will be unaffected during this period. These are for the most part essential works and the initial delays have caused a greater impact on users of the reference library at the peak time of the year.

### **13. VISITS AND EVENTS**

#### **A Cirque du Soleil, Rolls Royce and the Royal Albert Hall collaboration**

- 13.1 On 20 April the Royal Albert Hall hosted a presentation of pupils' work which was the outcome of a project organised in partnership with the Cirque du Soleil, Rolls Royce and the Royal Albert Hall to promote children's aspirations to engage in higher education. Pupils from Kensington and Chelsea and Westminster primary schools had been engaged in a project which encouraged them to learn about some of the engineering mechanisms required in staging a show for Cirque du Soleil. As part of the project each group of pupils, along with their class, had the opportunity to attend a performance of the recent production by Cirque du Soleil at the Royal Albert Hall. Subsequently each group was assigned an engineer from Rolls Royce to work with them in developing their understanding of mechanisms such as levers, pulleys and the use of triangles in structures to lend them strength. Finally the groups made their own model stages, using the skills learned. The project was also supported by staff from Imperial College.

#### **St Quintin Centre tea party celebration**

- 13.2 On Tuesday 15 May Samantha Cameron joined parents and staff at St Quintin Centre for Disabled Children and Young People in North Kensington for a tea party to celebrate the securing of new funds to provide additional activities for disabled children. Mrs Cameron and Gordana Madic, who uses the centre, approached the Cheyne Charity and were able to secure a grant of over £25,000 for the next three years to enable children from St Quintin to enjoy hydrotherapy swimming at the Jack Tizzard School and yoga at the Special Yoga Centre in Kensal Rise.

- 13.3 Initially the children will use the Jack Tizzard hydrotherapy pool once a week after school and also during holidays. With regard to the yoga, as well as children attending the centre, staff from the Special Yoga Centre will be training two St Quintin staff so children can enjoy the activity at St Quintin as well.
- 13.4 The Cheyne Charity can trace its origins back to 1889 when the Cheyne Hospital provided care for disabled children needing specialist nursing care and treatment.

### **Adult Learners Week**

- 13.5 During Adult Learners' Week – held during 12-18 May - over one hundred learners attended events in Kensington and Chelsea libraries. The most popular events were French for Beginners and Lip-reading: both sessions sold out very quickly and were organised by Open Age in our libraries. The Hand Sewing and Scottish Country Dancing workshops were also well attended and enjoyed. A more detailed analysis of event evaluation forms is currently being undertaken to provide more feedback on this popular annual programme.

### **Nour Festival**

- 13.6 Kensington and Chelsea Libraries will be taking part in this year's Nour Festival with RBKC Culture. The Library Service will be offering libraries as venues for events and displays. The service will be improving its stock with the aim of attracting more customers from the Arabic community in the north of the borough.

### **Youth Support and Development Service supports Her Majesty's Diamond Jubilee**

- 13.7 The Cremorne Riverside Centre in Chelsea was the launch point for 80 kayaks taking part in the Diamond Jubilee Thames River Pageant. The Cremorne contingent consisted of young members of the Centre, representatives of the 'Friends of Cremorne Riverside', the Cremorne Riverside over 60's club and representatives of BLESMA – the British Limbless ex-Service Men's Association. The contingent joined the man powered boats section of the flotilla and were required to keep up a steady pace of four knots on the journey from Chelsea to Tower Bridge. Despite the deteriorating weather conditions and strong headwind, all but a handful made it to the end point. It is an honour to have one of our centres play such a central role in an historic event of this nature. It took months of planning and the Centre Manager, Harry Whelan, is to be congratulated for organising and leading such a complex endeavour.
- 13.8 Chelsea Youth Club took part in the World's End Estate street party on 5 June. A truly inter-generational event, members of the youth club joined with the over-50's club, the Salvation Army and Chelsea Theatre to create an afternoon of food and entertainment in order to celebrate the Diamond Jubilee. Over 450 members of the public attended and the event itself was honoured by a visit from the new Mayor, Councillor Buckmaster.

## **14. INSPECTIONS**

### **Ofsted announced inspection of safeguarding and services for looked after children**

- 14.1 During the 10-20 April 2012 the Royal Borough was the subject of an announced inspection of safeguarding and services for Looked After Children. The inspection was carried out by a team of five inspectors, including one Healthcare Quality Commission inspector.
- 14.2 The final report on the result of the inspection is tabled as an agenda item.

### **St Joseph's RC Primary School**

- 14.3 St Joseph's RC Primary School was inspected by Ofsted on 24 and 25 April 2012. The school was judged to be *satisfactory* overall. The Leadership Team was pleased that pupils' behaviour was recognised as *good*. The key issues left at the time of the previous inspection were identified as having been addressed and the report refers to the fact that the headteacher, supported by the deputy, '*has successfully brought about sustained improvement since the previous inspection*'. Inspectors saw some evidence of *good* teaching but this was not sufficiently widespread enough to warrant an overall judgement of good. The report refers to '*sustained improvements*' since the last inspection in raising attendance, reducing exclusions, narrowing the gaps in learning and in the use of assessment information to inform teachers' planning.
- 14.4 The areas for improvement include raising achievement in writing, improving the overall quality of teaching to *good* or better and improving the leadership and management, specifically to enable leaders and managers to refine the techniques of monitoring and evaluation the school's success.
- 14.5 The school is entering a new phase in its history with the retirement of the current headteacher this summer. This inspection and subsequent report gives a clear agenda for the coming months as the school moves into a new model of leadership and will be helpful to governors in ensuring that the leadership arrangements they make can adequately address these key areas for improvement.

### **St Clement and St James Primary School**

- 14.6 St Clement and St James Primary School was inspected by Ofsted in May. It was judged a satisfactory school that is well placed for sustained improvement in the future. The inspectors noted that pupils' attainment was broadly average and that because school leaders were skilled at removing barriers to learning; all pupils have made similar progress, with no group falling behind their peers. It was recognised that attainment for Year 6 pupils in 2011 was untypically low. Inspectors were of the opinion

that results in 2012 for pupils at the end of key stage two would be closer to the national average.

- 14.7 The quality of teaching was judged satisfactory overall. There were examples of good and some outstanding teaching, where this was evident, there were better rates of progress and greater pupil involvement in their learning. It was agreed that school leaders needed to ensure all teaching improved to that shown by the best practitioners.
- 14.8 There were three identified areas for development: to improve all teaching from satisfactory to good; that school leaders should focus more upon learning outcomes rather than teaching strategies when monitoring lessons; and that children in the reception class should have greater opportunity to self direct their own learning in both the indoor and outdoor environments.

### **Golborne Children's Centre**

- 14.9 Golborne Children's Centre and Nursery was inspected by Ofsted on 15 and 16 May 2012 – two separate reports were provided for the nursery and children's centre provision. The Nursery provision was judged to be *outstanding* in all four inspection judgements - achievement of pupils, quality of teaching, behaviour and safety of pupils and leadership and management. The Children's Centre provision was judged to be good for overall effectiveness and good for capacity for sustained improvement.
- 14.10 The key findings were that Golborne nursery is an *outstanding* school where children thrive in a safe, calm environment and that they are highly motivated because of consistently high expectations. It was recognised that children make rapid and sustained progress from starting points generally below those expected of their age because of outstanding teaching; that they have positive attitudes to learning and behave outstandingly well because of the excellent role models provided by the staff. Leaders and managers were judged to be highly effective because of their determination to bring about further improvements to the school's provision and outcomes for children.
- 14.11 Inspectors found that Golborne Children's centre provision was good overall with elements of outstanding provision. The report noted that good outcomes for children and families are underpinned by effective provision and that Children in the area make outstanding progress from their starting points in developing the skills that will help them in the future. Inspectors found that the centre staff have a clear sense of drive and passion, and a good understanding of the difficulties families face in the area they serve. Partnerships with the local community and other agencies are highly effective and have a positive impact on the lives of families using the centre across all outcome areas.
- 14.12 To further improve, Ofsted recommended the centre increases the range of services on offer to encourage more lone parents to use the centre's facilities; and develops the centre's parents' forum so that it increases opportunities for families to contribute to shaping the centre's services.

## **Chelsea Academy**

- 14.13 Chelsea Academy had its first full Ofsted inspection on 23 and 24 May 2012 and was also judged to be *outstanding* in all four inspection judgements and the Overall Effectiveness was consequently judged to be *outstanding*. The Lead Inspector stressed that the judgement on achievement was particularly impressive due to the lack of GCSE, AS and A2 results.
- 14.14 Due to the very high quality of teaching that was observed during the inspection and the strong action being taken to address the small amount of teaching that was less than good the Lead Inspector strongly recommended to the Principal that he consider the Academy becoming a Teaching School. The inspectors noted the way in which the students value each other's differences, their very positive attitude to learning and the way in which they manage their own behaviour. Leadership and Management at all levels was judged to be "having a very impressive impact." The Lead Inspector stated that he had not been in a school where the overall ethos had added so much as in Chelsea Academy. The impressive use of the Christian ethos is bringing value and values to students of all/no faiths. He added that there are very subtle messages about human values and being good citizens for the right reasons.
- 14.15 The only area for improvement is to raise the quality of teaching to be outstanding throughout the school.

## **15. REVISIONS TO THE INSPECTION FRAMEWORK FOR SCHOOLS**

- 15.1 Ofsted has announced the results of its recent twelve week consultation on changes to the way it inspects schools. The changes come into effect from 1 September 2012:
- a) The inspectors' evaluation of the progress made by pupils and learners will be central to their judgment on whether a school is providing a good education. This means if pupils are making good progress, a school can be found good or better even where attainment is below average.
  - b) Ofsted will no longer describe schools (or further education providers) as '*satisfactory*' where they are not providing a good level of education. From September 2012, the '*satisfactory*' grade will be replaced with '*requires improvement*' and inspection reports will be clear about what needs to improve.
  - c) Ofsted will re-inspect schools judged to '*require improvement*' sooner than under current inspection arrangements. Schools will have a full re-inspection within two years.
  - d) Ofsted will work with schools found to '*require improvement*' in much the same way as it does with schools found to be *inadequate*: checking action plans, monitoring progress and re-inspecting within a shorter period of time. Extending this way of working to more schools is intended to help tackle the number of coasting schools that have remained '*satisfactory*' over many years.

- e) Ofsted expects schools judged to *require improvement* to improve to 'good' within four years. When a school has been judged to *require improvement* at two consecutive inspections, and is still not providing a good education at the third, Ofsted is likely to find the school to be *inadequate* at that inspection. This means it will be placed in 'special measures' unless there are exceptional circumstances.
- f) Inspectors will continue to focus on the quality of teaching from September, only schools and further education providers with *outstanding* teaching will be judged to be 'outstanding'. It does not mean that every lesson seen during an inspection needs to be *outstanding*. It does, however, mean that over time teaching is enabling almost all pupils to make rapid and sustained progress.
- g) Inspectors will evaluate the robustness of performance management arrangements and consider whether there is a correlation between the quality of teaching and salary progression.
- h) Schools will receive almost no notice of an inspection with inspectors calling headteachers the afternoon before an inspection takes place. Ofsted proposed conducting school inspections without any notice but listened to headteachers' concerns about this during the consultation.

## **16. THE QUEEN'S SPEECH 2012**

- 16.1 On 9 May, the Queen delivered her speech in the House of Lords setting out the Government's legislative programme for the next Parliamentary year. The speech centred on measures to focus on "economic growth, justice and constitutional reform". It contained 15 Bills and four draft Bills. After several years where Bills of relevance to local government have featured prominently, this year's programme is limited in contrast.
- 16.2 The main Bill of relevance to children's services is the Children and Families Bill, which will impact on SEN, adoption, and family law. Included in the Bill are the following proposals:
- 16.3 SEN
- Replacing SEN statements and Learning Difficulty Assessments (for 16-25 year olds) with a single 0-25 assessment process and Education, Health and Care Plan from 2014.
  - Providing statutory protections comparable to those currently associated with a statement of SEN to up to 25 in further education – instead of being cut off at 16.
  - Requiring that local authorities and health services jointly plan and commission services for children, young people and families
  - Giving parents or young people the right to a personal budget
- 16.4 Adoption
- Stopping local authorities delaying an adoption to find the perfect match if there are suitable adopters available. The ethnicity of a child and prospective adopters will come second, in most cases, to the speed of placing a child in a permanent home.

## 16.5 Family Law

- Creating a time limit of six months by which care cases must be completed.
- Making it explicit that case management decisions should be made only after impacts on the child, their needs and timetable have been considered.
- Removing the requirement for interim care and supervision orders to be renewed every month, instead allowing the judge to set the length and renewal requirements of interim orders for a period which he or she considers appropriate, up to the expected time limit.
- Strengthening the law to ensure that, where it is safe, and in the child's best interests, children have a relationship with both their parents after family separation. The Government will consult on legal options shortly.

## 16.6 Flexible Parental Leave

- Legislating to give parents access to flexible parental leave so mothers and fathers can share caring responsibilities

## 16.7 Office of the Children's Commissioner

- Strengthening the role and impact of the Office of the Children's Commissioner. It will have more powers to promote and protect children's rights and take on functions carried out by the Children's Rights Director, which is currently part of Ofsted. It will have more independence from ministers and the power to carry out assessments of the impact of policies and legislation on children.

## 17. KEY DECISIONS

### 17.1 **Children's Centre Strategy (03769/12/K/A)**

This key decision – to be taken by the Full Cabinet – is to approve proposals for children's centres in Kensington and Chelsea as a basis for public consultation.

### 17.2 **Strategy for the provision of Carer Services (03732/12/S/A)**

This key decision is for approval for tendering the contract for young carers' support services in Kensington and Chelsea as part of the wider strategy for tendering for the provision of carers services across the City of Westminster, the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea.

### 17.3 **Remodelling the Youth Service (03767/12/K/A)**

This key decision by full Cabinet is to approve the proposal to remodel the Youth Service as a traded service.

### 17.4 **Kensington and Chelsea Academy and Leisure Centre – Enabling Works (03783/12/K/A)**

This key decision by the Full Cabinet is for approval of enabling works.

**FOR INFORMATION**

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