

CHILDREN'S SERVICES COMMITTEE

AGENDA



Tuesday 25 February 2020

at 4.00 pm

**in the Council Chamber,
Civic Centre, Hartlepool**

MEMBERS: CHILDREN'S SERVICES COMMITTEE

Councillors Hamilton, Harrison, Lauderdale, Little, Moore, Smith, Ward.

Co-opted Members: Jo Heaton, C of E Diocese and Joanne Wilson, RC Diocese representatives.

School Heads Representatives: Mark Tilling (Secondary), David Turner (Primary), Zoe Westley (Special).

Six Young Peoples Representatives

Observer: Councillor Little, Chair of Adult and Community Based Services Committee

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 Minutes of the meeting held on 28 January 2020 (*previously circulated and published*).

4. BUDGET AND POLICY FRAMEWORK ITEMS

No items



5. KEY DECISIONS

- 5.1 Dedicated Schools Grant – High Needs Block 2020/21 – *Director of Children’s and Joint Commissioning Services*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Hartlepool Agreed Syllabus for Religious Education – *Director of Children’s and Joint Commissioning Services*

7. ITEMS FOR INFORMATION

- 7.1 Fostering Service Interim Report 1 October 2019 – 31 December 2019 – *Director of Children’s and Joint Commissioning Services*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – Tuesday 17 March 2020 at 4.00 pm in the Civic Centre, Hartlepool.



CHILDREN'S SERVICES COMMITTEE REPORT

25 February 2020



Report of: Director of Children's and Joint Commissioning

Subject: DEDICATED SCHOOLS GRANT –
HIGH NEEDS BLOCK 2020/21

1. TYPE OF DECISION/APPLICABLE CATEGORY

- 1.1 This report is for key decisions - test (i) and (ii) applies.
- 1.2 The forward plan reference is **CJCS 092/19**
- 1.3 The report had been intended for submission to the Committee on 28 January 2020 however, owing to the report being deferred at the January meeting, there was a departure from the Forward Plan, pending the outcome of the Schools' Forum meeting on 5 February 2020.

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is to inform Members of the funding allocation for the High Needs Block in 2020/21 and to seek approval for the 2020/21 budget. The High Needs Block forms part of the Dedicated Schools Grant (DSG).

3. BACKGROUND

- 3.1 Updated High Needs Block funding allocations for 2020/21 were published in December 2019. As with other areas of the DSG, funding for the High Needs Block is via the National Funding Formula (NFF).
- 3.2 For 2020/21, the government confirmed funding increases in the range of 8% to 17%. Hartlepool has benefited from an increase towards the top-end of increases nationally at 16%.
- 3.3 Although the significant increase in funding is a positive step forward, it remains insufficient to meet the projected levels of demand for services to children and young people with special educational needs in 2020/21.

- 3.4 The local authority, in partnership with Schools' Forum, continues to implement improvements and cost efficiencies as part of the overall high needs financial strategy to restore expenditure to a sustainable level based on forecast need. Without these improvements, the funding pressure against the high needs block in 2020/21 would be significantly higher.
- 3.5 To address the predicted funding shortfall, a disapplication request has been submitted to the Secretary of State for approval to transfer £0.550m from the Schools Block to the High Needs Block. This disapplication request was approved by Committee on 19 November 2019.

4. UPDATE ON DISAPPLICATION REQUEST

- 4.1 The Secretary of State rejected the proposal to transfer £0.550m from the Schools Block to the High Needs block, but proposed an amendment to limit the transfer to 0.5% which equates to £0.329m, a reduction of £0.221m.
- 4.2 At its meeting on 5 February 2020, Schools' Forum approved the proposal to transfer 0.5%, £0.329m from the Schools Block to the High Needs Block.

5 HIGH NEEDS BLOCK FUNDING 2020/21

- 5.1 Schools' Forum received reports based on ESFA (Education and Skills Funding Agency) indicative allocations for 2020/21. The indicative allocation for 2020/21 was **£10.704m** (net of Academy allocations).
- 5.2 The allocations were updated by ESFA and published late on 19 December 2019. The information published indicates additional funding of £0.152m, based on an increase of 38 pupils. This gives an updated allocation for 2020/21 of **£10.856m**. However, final allocations remain subject to change, known as import/export adjustments, during 2020/21 depending on volumes of pupils accessing provision outside of their home authority.
- 5.3 The table below outlines the change in funding for 2020/21 since the first report to Schools' Forum on 25 October 2019. The revised funding amounts reflect the updated allocations published on 19 December 2019 and the revised block transfer approved by Schools' Forum on 5 February 2020.

Funding Stream	Forum 25 Oct £m	Change £m	Revised Funding £m
DSG High Needs Block Allocation (after recoupment)	10.704	0.152	10.856
Transfer from Schools Block	0.550	(0.221)	0.329
Total High Needs Funding 2020/21	11.254	(0.069)	11.185

6. HIGH NEEDS BLOCK BUDGET REQUIREMENT 2020/21

6.1 The planned high needs budget for 2020/21 is shown in the table below:

High Needs Block Budget Requirement 2020/21		£m
Place Funding - Maintained		1.549
Independent School Fees		2.755
Out of Authority Top-ups		0.441
Exclusions		0.674
Top-ups and Support		4.775
Post-16 Top-ups		0.720
High Needs Services		0.467
Total Budget		11.381

- 6.2 The forecast budget requirement of **£11.381m** compared to the expected funding of **£11.185m** leaves a potential funding pressure of **£0.196m**. There are no DSG reserves to meet this deficit.
- 6.3 The local authority will continue to work with Schools' Forum to manage high needs spending and continue to seek alternative methods of delivery to seek to address this deficit.

7. RISK AND FINANCIAL IMPLICATIONS

- 7.1 The Schools and Early Years Finance Regulations governing DSG spend recognise the potential for DSG deficits in relation to the high needs block. In accordance with these regulations the forecast deficit at the end of 2019/20 will be carried forward into 2020/21.
- 7.2 In the event that the forecast deficit for 2020/21 materialises this will be carried forward into 2021/22.
- 7.3 In order to manage the potential deficit the authority will look to develop a deficit recovery plan to address both the carried forward 2019/20 deficit and the potential 2020/21 deficit. Details will be reported to a future meeting.
- 7.4 The authority understands that other local authorities are faced with a similar challenge.

8. LEGAL CONSIDERATIONS

- 8.1 The local authority is required to set an annual budget for its High Needs Block.

9. CONSULTATION

- 9.1 All schools have been consulted on options to address the High Needs Block funding shortfall for 2020/21 via Schools' Forum.
- 9.2 At their meeting on 15 November 2019, Schools' Forum agreed to support the proposed block transfer from the schools block to the high needs block in 2020/21.

10. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 10.1 There are no specific child and family poverty considerations.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 There are no specific equality and diversity considerations.

12. STAFF CONSIDERATIONS

- 12.1 There are no specific considerations.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 There are no asset management considerations.

14. CONCLUSIONS

- 14.1 The planned budget for high needs spending in 2020/21 is shown at paragraph 5.1 of this report.
- 14.2 The disapplication request was unsuccessful. However, Schools 'Forum approved a 0.5%, £0.329m transfer at its meeting on 5 February 2020. This leaves a potential budget pressure of £0.196m based on forecast demand. The current projected deficit in 2019/20 is £0.531m, giving a forecast deficit of £0.727m at the end of 2020/21.

15. RECOMMENDATIONS

- 15.1 It is recommended that Members:
- a) note the contents of this report
 - b) approve the 2020/21 budget requirement of £11.381m as shown at the table in paragraph 6.1 of this report.

16. REASONS FOR RECOMMENDATIONS

- 16.1 To ensure the local authority establishes an appropriate budget for High Needs in 2020/21 that meets expected demand.

17. BACKGROUND PAPERS

- 17.1 Schools' Forum report of 25 October 2019 – High Needs Block Budget Requirement 2020/21.
- 17.2 Committee report of 19 November 2019 – High Needs Block Disapplication 2020/21
- 17.3 Committee report of 17 December 2019 – School Budget Shares 2020/21
- 17.4 Schools' Forum report of 5 February 2020 – High Needs Funding Update 2020/21

18. CONTACT OFFICERS

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Sign Off:-

Director of Finance and Policy ☒

Chief Solicitor ☒

CHILDREN'S SERVICES COMMITTEE

25th February 2020



Report of: Director of Children's and Joint Commissioning Services.

Subject: HARTLEPOOL AGREED SYLLABUS FOR RELIGIOUS EDUCATION

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-key decision.

2. PURPOSE OF REPORT

2.1 To determine the Hartlepool Agreed Syllabus for Community and Voluntary Controlled Primary and Secondary Schools in Hartlepool for the school years 2020/25 following consultation with Hartlepool Standing Advisory Council for Religious Education (SACRE), schools and religious groups.

3. BACKGROUND

3.1 The Locally Agreed Syllabus

An agreed syllabus is a document that details the statutory requirement for all community and voluntary controlled schools in a local authority which requires that Religious Education must be provided for all registered pupils in maintained schools, including those in reception classes and in the sixth form as set out in the Education Act of 1996 and School Standards and Framework Act 1998. RE is a component of the basic curriculum, to be taught alongside the National Curriculum. In all maintained schools other than voluntary aided schools with a religious character, it must be taught according to the Locally Agreed Syllabus.

Each LA must have a Standing Advisory Council on Religious Education (SACRE) to advise the LA on matters connected with RE and is made up of representatives from faith groups, teachers and the LA. The LA also has a requirement to convene an Agreed Syllabus Conference (ASC) to reconsider

the Agreed Syllabus every five years. Hartlepool Local Authority began the review process of the Agreed Syllabus in 2017 with the Agreed Syllabus Conference voting approval of the revised syllabus in September 2019. The process involved working closely with a neighbouring Local Authority. The neighbouring authority's syllabus was adapted to meet the needs of Hartlepool learners, ensuring that the syllabus took account of local and national developments and documentation including the Ofsted report on RE 'Transforming Religious Education' (2010); the publication of 'Religious Education in English Schools – non-statutory guidance 2010' by the Department for Education (2010) and the Commission on Religious Education's report, 'Religion and Worldviews: The Way Forward' (2018).

3.2 Contents of RE

The Education Act 1996 states that the Agreed Syllabus must reflect the fact that the religious traditions in Great Britain are, in the main, Christian. It should also reflect the other principal religions represented in Great Britain, their religious traditions, practices and teachings. The Agreed Syllabus must be non-denominational and must not be designed to convert pupils or to urge a particular religion or religious belief on pupils. Teaching about denominations is not prohibited.

The Agreed Syllabus sets out what pupils should be taught and details the key focus and learning outcomes for each key stage, along with RE benchmark expectations, which set out expected standards of pupils' performance at different ages.

Head teachers are required to ensure the provision of RE and that sufficient time and resources are given to this area in order to meet the statutory requirements. In respect of LA maintained schools, the governing body and LA must also ensure that this provision is maintained. Academies can opt into the Agreed Syllabus which will allow coherence and continuity in the RE curriculum in pupils' learning. It can also strengthen collaborative working across the locality.

3.3 Main Changes to the Agreed Syllabus

There are some important changes set out in the introduction to the Syllabus:

- Removal of levels replaced by Benchmark Expectations and a section on how pupils make progress in RE;
- A section on Subject Content which lays out the requirements in the Agreed Syllabus at each key stage;
- Greater emphasis on a range of religious and non-religious worldviews;
- Revised Programmes of Study on the six principal religions to take account of the new subject content at GCSE;
- A brand new programme of study for statutory non-examination courses at Key Stage 4;
- A revised section on RE in Special Schools including Frequently Asked Questions;

- A section on the contribution of Religious Education to British Values and one on its contribution to Literacy have been added.

4. PROPOSALS

- 4.1 To implement the revised Agreed Syllabus for Religious Education on approval and adoption by the committee.

5. RISK IMPLICATIONS

- 5.1 Failing to review the Agreed Syllabus and produce an updated Syllabus would leave the local authority in breach of one of its statutory responsibilities.

6. FINANCIAL CONSIDERATIONS

- 6.1 The local authority is able to access the services of a School Improvement Adviser from a neighbouring local authority to assist in training in relation to the new syllabus and costs will be from the SACRE budget.

7. LEGAL CONSIDERATIONS

- 7.1 The local authority has a statutory responsibility to have a Standing Advisory Council for Religious Education and to convene an Agreed Syllabus Conference to consider and vote on the revised Agreed Syllabus for Religious Education for use in community and voluntary controlled schools in the local authority.

8. CONSULTATION

- 8.1 Consultation took place with stakeholders during SACRE meetings and at the Agreed Syllabus Conference.

9. CHILD AND FAMILY POVERTY (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)

- 9.1 There are no children and family poverty issues.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 A properly reviewed and implemented Agreed Syllabus ensures that children and young people in Hartlepool are provided with opportunities to explore many faiths, cultures and credos. Additionally, the supporting materials will ensure that children and young people understand and celebrate the many

forms of diversity in modern Britain and the wider world, and the fundamental principle of equality for all.

11. STAFF CONSIDERATIONS

11.1 There are no staff considerations

12. ASSET MANAGEMENT CONSIDERATIONS

12.1 There are no asset management considerations

13. RECOMMENDATIONS

13.1 The Committee approves and adopts the Hartlepool Agreed Syllabus 2020/25 for use by all community and voluntary controlled schools in Hartlepool.

14. REASONS FOR RECOMMENDATIONS

14.1 The Agreed Syllabus will enable teachers and leaders to plan and deliver high quality Religious Education in community and voluntary controlled schools in Hartlepool.

15. BACKGROUND PAPERS

A copy of the Agreed Syllabus is available in the Members Library on request
<\\tsclient\H\Governor Support\SACRE\SACRE 2019-20\fin Agreed syllabus 2020\HARTLEPOOL Agreed Syllabus - v5 Jan20 Final.pdf>

House of Commons Library; Briefing paper October 2019
Religious Education in Schools (England)

<http://researchbriefings.files.parliament.uk/documents/CBP-7167/CBP-7167.pdf>

16. CONTACT OFFICER

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Director of Finance and Policy ☒

Chief Solicitor ☒

CHILDREN'S SERVICES COMMITTEE

25 February 2020



Report of: Director of Children's and Joint Commissioning Services

Subject: FOSTERING SERVICE INTERIM REPORT
1st October 2019 – 31st December 2019

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 For information

2. PURPOSE OF REPORT

2.1 The purpose of this report is to provide Children Service's Committee with information relating to the activity of the Fostering Service for the third quarter of 2019/20 financial year. The Fostering Service is a regulated service and as such there is a requirement to provide the executive side of the Council with performance information.

3. BACKGROUND

3.1 The work of the Fostering Service is subject to National Minimum Standards, applicable to the provision of foster care for children looked after. The National Minimum Standards, together with regulations for fostering and the placement of children looked after, form the basis of the regulatory framework under the Care Standards Act 2000 for the conduct of Fostering Agencies.

3.2 The report provides details of the staffing arrangements in the service, training provided to both staff and Foster Carers, the constitution of the Fostering Panel, activity in relation to the recruitment, preparation and assessment of prospective Foster Carers and progress in relation to the priorities set out in the Fostering Annual Report.

3.3 The Fostering Services Minimum Standard 25.7 requires Fostering Services to ensure that the Executive of the Local Authority:

- Receives a written report on the management, outcomes and financial state of the agency once every 3 months;

- Monitors the management and outcomes of the service in order to satisfy themselves that the agency is effective and achieving good outcomes for children;
- Satisfies themselves that the agency is complying with the conditions of the registration.

4. RECRUITMENT AND RETENTION (as of December 2019)

- 4.1 The fostering team continues to recruit and assess prospective Foster Carers to provide placement choice for children and young people and to limit the authority's dependence upon more costly external provision for children.
- 4.2 The total number of approved Foster Carers remains as last quarter, at 149, of whom 40 are approved as Connected Carers (a known and connected person to a specific child). Hartlepool Foster Carers provide placements for 184 children and young people in none connected provision and 49 children/young people are with Connected Foster Carers. There are 20 young people in 'staying put' placements, these are Care Leavers living with their previous Carers post 18 years of age.
- 4.3 Of the 149 approved fostering households, six fostering households in this period were 'on hold' due to, either, the individual circumstances of the Carer, or to issues in respect of their performance. This equated to seven potential placements. There are a small number of these placements that cannot be used due to the specific matching needs of the children/young people already in that foster placement.
- 4.4 The number of people enquiring to become Foster carers has reduced in this quarter but is still higher than we saw in the first quarter. The most frequent trigger to an enquiry continues to be from the roadside banners and posters and the power of 'word of mouth' is also notable. These methods will therefore be utilized and strengthened in the final quarter of the year, for example Foster Carers will be reminded that there is a financial reward associated with them facilitating the approval of a Foster Carer.

4.5 The table below provides details of the recruitment (enquiry and preparation) activity which has taken place in the third quarter of 2019/20.

Initial Enquiries – including survey of where did people hear about the service	Initial Enquiries 10 <u>Source</u> HBC Website x 1 Not disclosed –x 2 Banners –x 1 Posters –x 3 Own volition - 0 Hartbeat 0 Facebook 0 Foster Carer recommendation/word of mouth x 3 TV/Radio advert - 0
Information packs sent	9 (one enquirer was shown to be unsuitable according to ICS)
Initial Visits How many proceeded	8 NB 2 did not proceed due to; 1. Bereavement 2. Did not respond to pack Of the 8, 3 'families/potential resources' attended the November Skills to Foster Group
Preparation Groups	Skills to Foster Group was held: 26/27/28 November 2019; 6 people, comprising 3 prospective households attended The next Skills to Foster Group is scheduled for February 2020
How many prospective Carers are in the assessment process?	11 Connected Care Assessments 8 'mainstream' Foster Care Assessments

5. FOSTERING PANEL

- 5.1 In the quarter October to December 2019, the Fostering Panel has met on four occasions and made recommendations to the Agency Decision Maker on the following fostering matters:
- 4 mainstream Foster Carer approvals;
 - 0 Connected Carer approvals;
 - A best interest decision for 3 children – one brother and sister and one 'single' child to secure permanence via long term Foster Care;
 - One Foster Carer reviews.
 - Four Foster Carer resignations.
- 5.2 There are effective processes in place for the recommendations made by Panel to be considered by the Agency Decision Maker and the timescale for this is within five working days of the Panel meeting taking place.

6. STAFF CONSIDERATIONS

- 6.1 The Fostering Team has had a full establishment of staff throughout this quarter, two of whom are now pregnant and will commence their maternity leave in April 2020. Permission was given to cover their absence and the recruitment process will be rolled out in January 2020. The 'named worker' approach to identifying and assessing Connected Carers was not as fully embedded as we would have wished at the end of the quarter and referrals have continued to come to the service at the point of a child/children being placed under Regulation 24, or the completion of a viability assessment. The service will continue to support safeguarding teams to involve Fostering Social Workers earlier, to improve this element of the service.

7. SERVICE DEVELOPMENTS

- 7.1 Last quarter showed an overall growth in our Foster Care resource. This quarter has seen 4 new 'mainstream' Foster Care families approved and four Foster Carer resignations – all of which were for reasons of their changed circumstance or the securing of an alternative order for the child in placement ie not for reason of their practice or issues of concern on the part of them or the service. The overall number of Carers has therefore remained static though, importantly, those who have left the service have left because the preferred plan for a child has been implemented and their resignation has not led to a reduction in the 'offer' to our children and young people.
- 7.2 The newly approved families this quarter are all 'mainstream' Foster Carers and the fact that 12 new Foster Care families have been approved in the first three quarters of the year means that the service target of approving a *minimum of 10* new fostering resources in the year 2019/20 has now been met and surpassed. The aims of increasing placement choice and of reducing the Council's dependence upon externally commissioned placements for children, however, means that recruitment momentum must be maintained as, of the 12, 6 are offering 'mainstream' care and six are connected to the child.
- 7.3 The authority's use of Independent Fostering Agency placements was at 30 on 30th June 2019, increasing to 37 by 30th September 2019. On 31st December 2019 this

number had begun to decrease again and was at 32. This fluctuation may reflect the impact of the 'spike' in referrals relating to safeguarding children in June 2019 and a consequent rise in demand for Foster Care placements. The steady decrease in the use of IFAs is reassuring and – it is hoped – reflects that the approach to recruitment of Carers is having a positive effect. The plan for school buses carrying Fostering adverts with the message "You could give a child or young person a loving home" was actioned in this quarter (November 2019) and it is hoped that triggers to enquiries in the next quarter will demonstrate a positive impact.

- 7.4 This has been a busy time for the service, seeing the Fostering Team organizing the Christmas Pantomime and the Foster Care and Children's Christmas Party. Both events were very well attended and the feedback positive. Having said that, the events have been running in a similar way for some years and, in 2020, the Foster Care annual survey will include ideas and thoughts about how we celebrate important dates and traditions going forward.

- 7.5 Foster Carers have been offered the following training in this quarter;

Voice of the Child

10th and 17th October

Sexual Exploitation

6th November

Autism

13th Nov

Supporting Children experiencing Bereavement and Loss

21st and 28th November

The Foster Care **support groups** of 26th and 28th of November were delivered by 'Hart' the substance misuse service.

- 7.6 In this quarter, two Foster Carers have become accredited to deliver the EPEC (Empowering Parents, Empowering Communities) training to Foster Carers. The carers are at the point of adapting the training to ensure that it is targeted at the specific Fostering task and will be added to the annual schedule of FC training already in place. Foster Carers continue to feature in the 'Skills to Foster' Preparation Group, supporting Social Workers, the Head of the Virtual School, Panel Chair and young people who are cared for (a Care Leaver) to give applicants an holistic view of the Fostering task.
- 7.7 The Skills to Foster programme is constantly subject to review to ensure that prospective Foster Carers are aware of the most recent research and practice in relation to caring for other people's children. The next quarter will see the Secure Base Model of Foster Care included in the preparation group as the whole Fostering service will have been trained in this (which commenced October 2019). Henceforth, the Local Authority's approach to the recruitment, preparation, assessment and support of Foster Carers will be underpinned by this model so that our children and young people experience the best possible care, whenever they are unable to remain within the care of their family of origin,

8. RISK IMPLICATIONS

- 8.1 Increased use of Independent Agency Foster Carers represents a financial risk. This is evident despite the net number of in house carers being (gradually) increased. Additional capacity in the fostering team, reviewing foster care payments (draft report now completed) and the continued improvement in the training and support offer to Foster Carers aims to mitigate this risk.

9. FINANCIAL CONSIDERATIONS

- 9.1 There are no specific financial considerations within this report.

10. LEGAL CONSIDERATIONS

- 10.1 There are no specific legal considerations within this report.

11. CONSULTATION

- 11.1 Foster Carers are supported by their Supervising Social Worker and the social workers meet with them regularly to ensure that their voice is heard and influences service design and development. In addition to this, there has been (and will be annually going forward) a Foster Care Survey which has already helped create service improvement.

12. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 12.1 The Fostering service ensures that it supports all Foster Carers to enable them to support our children and young people.

13. EQUALITY AND DIVERSITY CONSIDERATIONS

- 13.1 The service continues to recruit and assess prospective Foster Carers to provide placement choice with a range of fostering families which reflect the needs of the children we care for.

14. STAFF CONSIDERATIONS

- 14.1 There are no staff considerations for Hartlepool Borough Council employees.

15. ASSET MANAGEMENT CONSIDERATIONS

- 15.1 There are no asset management considerations.

16. RECOMMENDATIONS

- 16.1 The Children's Service Committee is asked to note the report in relation to the work of the Fostering Service.

17. REASONS FOR RECOMMENDATIONS

- 17.1 The Fostering Service is required to fulfill its statutory responsibilities to children cared for by the local authority and provide regular reports to the Children Services Committee to enable the Committee to satisfy themselves that the agency is complying with the conditions of registration.
- 17.2 Children's Services Committee has an important role in scrutinising the activities of the Fostering Service to ensure that performance in this area is robust.

18. BACKGROUND PAPERS

- Fostering National Minimum Standards Services 2011;
- Fostering Regulations 2011;
- Fostering Annual Report 2019/20
- Secure Base Model: Promoting Attachment and Resilience in Foster Care

19. CONTACT OFFICERS

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