

# Introduction to Children's Services

Steve Crocker  
Director of Children's Services

## The aims of this briefing....

- To give members of Select Committee a baseline level of knowledge – new for some, a refresher for others
- To introduce the Children's Services Directorate Management Team
- To introduce the three main pillars of Children's Services
  - Keeping children safe through children's social care
  - Improving educational attainment
  - Access and Planning for the future – places, transport, budgets
- To outline some of the achievements and future challenges

## In Summary...

- Around 305,000 children and young people under the age of 18 years live in Hampshire. This is over 21% of the total population in the area.
- Approximately 12% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
  - in primary schools is 15% (the national average is 18%)
  - in secondary schools is 13% (the national average is 16%)
- The proportion of children and young people with English as an additional language:
  - in primary schools is 8% (the national average is 21%)
  - in secondary schools is 5% (the national average is 17%)

## In Summary...

- Around 10% of Hampshire's children and young people come from black and minority ethnic (BME) and Traveller heritages, with 4.7% recorded as having English as an Additional Language (EAL). There is a Nepalese community in Rushmoor (Aldershot and Farnborough) and a Polish community in Basingstoke. There are Gypsy Roma and Traveller communities in many districts of Hampshire, particularly the New Forest and East Hampshire. More than 150 different languages are spoken in Hampshire schools.
- The number of young people (aged 0-15) is forecast to increase by 3% by 2025 due to housebuilding developments.
- The number of babies being born in Hampshire has decreased since 2016 (from 59.3/1,000 women aged 15-44 to 57.6/1,000).

## Performance and Quality Assurance

- Children's Services highly regulated – mainly by Ofsted
- A burden but also an external verification
- Applies to children's social care services – child protection, children in care, care leavers, fostering, residential care
- Local Authorities can be inspected on their school improvement and special educational needs services
- Education system is mainly regulated through school inspections
- Performance and quality management in place throughout the system

## Inspection Outcomes

Hampshire Children's Services has performed well in all recent inspections:

- 2009-11 adoption, fostering, 'front door', Safeguarding and Looked After Children inspections – all good/outstanding
- 2012-14 'front door', adoption, Single Inspection Framework, Youth Offending Team (YOT) – all good/outstanding
- 2015-17, more YOT, Joint Targeted Area Inspection – all equivalent to good outstanding
- 2019 ILACS outstanding in all areas
- March 2020 – SEND area inspection (ungraded) – positive
- Children's Homes are routinely good/outstanding
- Hampshire's Performance places it in the top 5% of local authorities

## Budgets

- Savings programmes since 2010
- Significant re-investment by Hampshire County Council – particularly with regards to the costs of children in care, new children’s homes
- Budget c £238m but only c30% staffing budget
- Children in care most significant cost – national and local increases in numbers magnified by increasing costs
- Statutory Home to School Transport costs = £30m – unavoidable but more than we spend on child protection social workers
- More challenges to come
- But we have the best team to meet the challenges

## Children and Families Branch

Stuart Ashley  
Deputy Director

## Journey of the Child

- The purpose of this presentation is to explain and clarify the journey of the child as they move through children's social care
- The different team functions of the service are explained and how those teams work with the most vulnerable children and families

## Early Help

- 'Help for families at the earliest point a problem arises' = **pre-social care**
- Agencies working in partnership to **promote prevention and early intervention** – pooled resource / avoiding duplication
- Use early help assessments to identify what help the child and family require to **prevent needs escalating**
- Services should form a continuum of support

## Family Support Service - part of Hampshire's early help offer

- Transformation project during 2016/17
- Bringing together the work of children's centres, early help and youth support services to provide combined, integrated support targeting vulnerable families with children aged 0-19
- Provides interventions and supports practitioners to increase confidence and capacity to work with families

## Front Door to Children's Social Care



**WORRIED  
ABOUT A  
CHILD?**

If you are worried a child is being harmed or is at risk, please contact the Children's Reception Team.

Tel: **0300 300 0117**  
at any time, day or night (24 hrs)

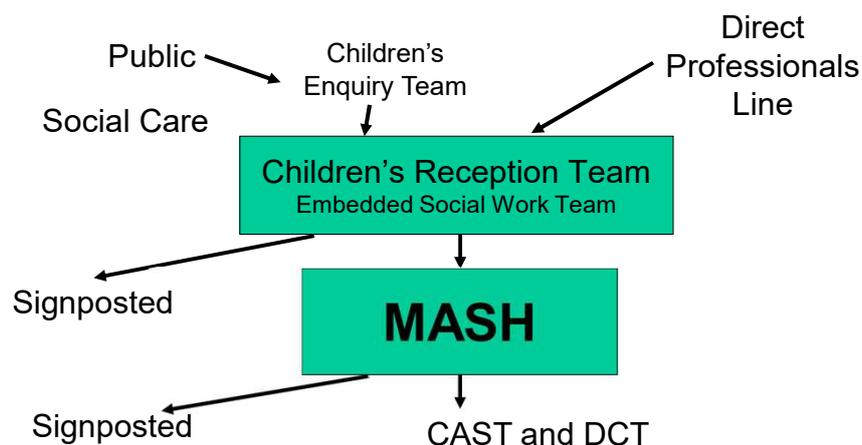
**In an emergency ring 999**

**KEEPING CHILDREN SAFE IS EVERYONE'S RESPONSIBILITY**

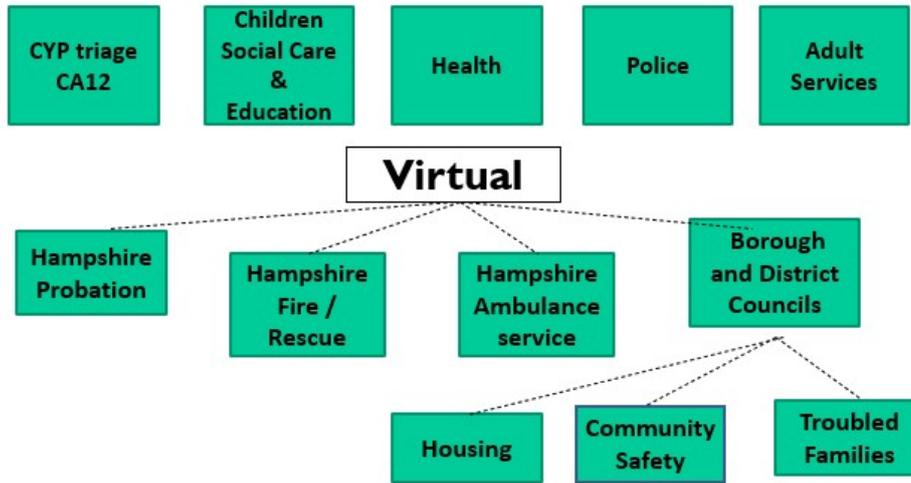
## Multi Agency Safeguarding Hub (MASH)

- The Multi Agency Safeguarding Hub (**MASH**) provides **triage and multi agency assessment of safeguarding concerns** in respect of vulnerable children
- It brings together **professionals from a range of agencies** into an integrated multi-agency team
- The MASH team makes **assessments of information and decisions** - response can be signposting, or if complex need or child protection (risk of significant harm), progression for social work assessment
- MASH provides a **co-ordinated approach and better informed decision making** that ensures that vulnerable children are protected

## Referral Pathway to Children's Social Care



# MASH



**Contacts c125,000 via Hantsdirect + police CYP forms**

**Referrals c55,000 via the 'front door'.**

**Child and Family Assessments c15,000**

**S.47 Assessments 4747**

**New child protection plans 1462**

**(Issue Proceedings c130)**

**New children in care 640**

## Children's Assessment and Safeguarding Teams (CAST) and Disabled Childrens Teams (DCT)

- The **30 Childrens Assessment and Safeguarding Teams** and **4 Disabled Childrens Teams** deal with all **new referrals** to children's social care from **MASH** in respect of children and families in Hampshire
- **Child and Family Assessments** are completed within 45 days.
- Where the child might be at risk of significant harm the team will undertake a **Section 47 child protection investigation immediately**. This may be conducted jointly with the police
- CAST and DCT teams may step cases down to **Early Help** as a result of their assessment, where appropriate

## Children in Need (CiN)

- A **Child in Need** Plan results from social work assessment and analysis that determines that a child is 'in need' under **s.17 Children Act 1989**  
Section 17 (1)  
"It shall be the general **duty of every local authority** –
- To **safeguard and promote the welfare of children** within their area who are in need; and
- So far as is consistent with that duty, to **promote the upbringing of such children by their families**
- By **providing a range and level of services appropriate** to those children's needs

## Children in Need (CiN)

The 30 CAST and DCT teams work with children;

- To promote the welfare and reduce any unmet needs of children
- Work with multi agency partners to create change within the family
- To manage those at high risk of harm through child protection plans to ensure the risks are reduced
- Where risks cannot be safely managed to put the matter before the courts to remove the child

## Child Protection

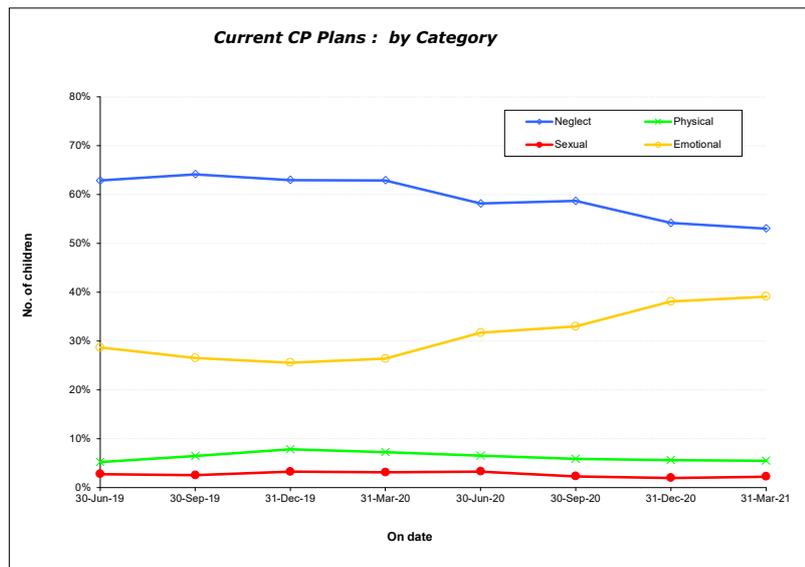
- If the needs and risks increase or the child **has suffered or is likely to suffer significant harm**, a **Child Protection Investigation must be carried out**. This duty arises from s47 Children Act 1989
- Children's Services notify the police and agree whether a **joint or single agency investigation** will be undertaken
- Partner agencies (such as Health) are contacted to obtain as much information as possible
- **Child is seen as soon as possible** (always within 24 hours) and (where appropriate) spoken to alone
- Child may be formally '**joint interviewed**' by a trained social worker and police officer

## Child Protection

- **Following the investigation** a decision is made by Children's Services as to whether a **Child Protection Conference** should be convened
- The conference **involves all key family members** and involved professionals. Information and risks to the child are shared
- A decision is then made as to whether a **Child Protection Plan** is required to keep the child safe
- 4 categories of risk that can lead to a plan – **neglect, physical abuse, sexual abuse, emotional abuse**
- If a Child Protection Plan is required, a core team of professionals will work with the child, led by a social worker

## Child Protection

- The Child Protection plan is **reviewed initially at three months and at regular intervals thereafter** until the risks are reduced to acceptable levels
- At the end of February 2021 there were approximately **1023** children subject to Child Protection Plans in Hampshire
- Each child is visited by their social worker **every 10 working days** as part of keeping the child safe
- If the risks cannot be reduced consideration is given to commencing **legal proceedings to seek the Court's decision** on removing the child



## Disabled Children's Teams (DCT)

- Work with children and families who need a **specialist intervention/service**
- To identify where there is a need for an integrated response from special education needs, health and social care
- To provide a social work function where the child/young person has a **clearly identified disability, whether they are born with a disability or become disabled as a result of an illness, accident or injury**
- To undertake child protection investigations and care proceedings just as in Children's Assessment and Safeguarding Teams.

## Disabled Children's Teams (DCT)

Supports / interventions exclusive to children and families in DCTs include:

- Direct Payments
- Personalised budgets
- Residential and family-based respite care
- Transitions to Adult services

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## Children in Care (CIC)

- Many reasons why a child may become looked after by the LA
- Some will have had **harmful experiences**, including **neglect, physical and sexual abuse**, while others may be in care because of the illness or death of a parent
- The significant majority of **children are in care because of parental difficulties** – not the child's. They are separated from their family because it is unable to provide the quality of care needed.
- Parents can ask for their child to be looked after by the LA (**voluntary s20**) or the Court can grant a **Care Order s31** to the LA
- Unaccompanied Asylum Seeking Children (UASC) will become Children in Care on arrival in UK

## Children in Care (CIC)

- Children in Care are **usually cared for by foster carers**, the majority HCC carers, others through private (high cost) Independent Foster Agencies (IFAs) are used
- Extended **family members sometimes** look after a child, which is often a preferable arrangement, so they are not then placed with strangers
- A **small number are placed in children's homes**, again either in-house or through higher cost private independent providers
- There are **5 CiC teams** supporting circa 1100 children (these are children who will likely to be in care for the remainder of their childhood)
- The remaining children in care (circa 550) are in CASTs and DCTs
- Children in care receive regular statutory visits, assessments of need, placement reviews and ensure the full range of the child's needs are being met

## Care Leavers

- Once a child in care reaches **16 years of age**, they are introduced to their Care Leaver Personal Adviser (CLPA)
- At **18 years of age** their support comes directly from the **care leavers service**
- 4 Care Leaver teams offer **practical, emotional and some financial support** to ensure young people have suitable accommodation, contact with their families and previous foster carers, access to education, training and employment and access to health services
- Local authorities support care leavers **up to the age of 25**
- Some care leavers go on to **university**, some find **employment**, but for some adulthood is exceptionally difficult and they require **intensive support** from the teams

## Fostering

- **Fostering is caring for somebody else's child** in your own home. It is not adoption, but it can mean looking after a child for a week, a month, a year or sometimes much longer
- Foster carers help children to thrive in a **caring and safe environment**
- As a foster carer you are **part of a team around the child** which includes social workers, health visitors, doctors and teachers all of whom work to the child's care plan
- It may include the child moving on to an **adoptive placement**, providing **permanent long term care** or, increasingly, **working to reunify children to their parent/s**
- The local authority **recruits, trains and supports foster carers**, including **connected carers** (family and friends).

## Adoption

- Adoption offers **permanence to children** who need a loving and secure family and who are unable to live with their birth parents
- Only the Court can grant an Adoption Order
- When a child is adopted, they **legally and permanently become part of the adopter's family**
- Adoptions are arranged by Adopt South a regional adoption agency that is legally permitted to arrange adoptions – **Adopt South is a combined Hampshire IOW, Southampton and Portsmouth adoption agency**. The adoption is made legally binding by the court on the making of an Adoption Order
- The **Adoption Order is permanent and transfers parental responsibility from the birth parents to the adopter(s)**

## Residential

- Some children cannot live easily in a family setting – most complex of needs and behaviours
- Significant investment in the residential estate – unlike most LAs
- 8 new children's homes 2017/18
- Smaller homes – Mostly 4 children in each
- Closer to school and families
- Trauma informed parenting – Quality of care across the homes
- Swanwick Lodge Secure Unit
- Members most welcome to visit our homes

## Activity Data

Table 1 contextual information	Mar 2015	Mar 2016	Mar 2017	Mar 2018	Mar 2019	Mar 2020	Mar 2021
<b>Open social work cases (a)</b>	<b>7,818</b>	<b>8,732</b>	<b>8,713</b>	<b>8,285</b>	<b>8,585</b>	<b>8,293</b>	<b>8,978</b>
<b>Contacts in month with reason listed as child / young persons concern (the figure in brackets denotes the number of children to whom the contacts relate) (b)</b>	<b>3186 (2709)</b>	<b>3589 (3082)</b>	<b>7401 (5806)</b>	<b>10356 (7346)</b>	<b>11133 (7586)</b>	<b>10805 (7334)</b>	<b>12418 (8454)</b>
<b>Children with Child Protection Plan (c)</b>	<b>1,355</b>	<b>1,441</b>	<b>1,263</b>	<b>1,294</b>	<b>1,097</b>	<b>938</b>	<b>1,000</b>
<b>Children in care (full time) (d)</b>	<b>1,341</b>	<b>1,305</b>	<b>1,440</b>	<b>1,594</b>	<b>1,664</b>	<b>1,602</b>	<b>1,661</b>

# Education and Inclusion Branch

Brian Pope  
Assistant Director

# Diversity of Education

## Early Years Provision

- 1,154 Early Years Settings
- 3 Maintained Nursery

## Schools

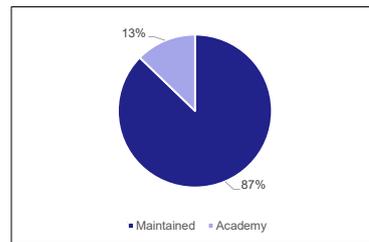
- 425 Infant/Junior/Primary Schools  
*Of which 37 have resourced provisions*
- 2 All through Schools
- 66 Secondary Schools  
*Of which 20 have resourced provisions*  
*Of which 8 have sixth form provision*
- 27 Special Schools

## Further Education

- 12 Further Education Colleges

## Other Education Types:

- 6 Pupil Referral Units
- 1 Alternative Provision



# Education in Hampshire

- All schools are autonomous and self managing – not run by the Council
- Local Authority has intervention powers if a maintained school is under-performing
- Secretary of State has intervention powers, through the Regional Schools' Commissioner if an academy is under-performing

## Strong, shared vision for education

- Strong academic tradition in core subjects
- Commitment to providing a broad, relevant and exciting curriculum
- Important focus on developing emotional intelligence and fostering social skills
- Strong emphasis on developing good learning habits – resilience, persistence, creativity, successful mindset
- Making sure that children have a safe, enjoyable and memorable childhood

## Principles underpinning education in Hampshire

- All schools should be good or outstanding schools for all children
- Autonomy and competitiveness are balanced by collaboration and joint (ownership of the) endeavours to meet the needs of all children
- The Hampshire education system should be co-constructed and led by local education leaders
- Strong, principled system leadership through the influence of an extensive LA team, recruited from excellent school leaders and teachers

## Principles underpinning education in Hampshire

- School practices and provision should be informed by evidence of what works best and professional judgement should be morally exercised
- School improvement is accelerated and achieves better outcomes when there is a commitment to capacity building, collaboration and moving knowledge and expertise around the system

## Principles underpinning education in Hampshire

- There is good integration and alignment between headteachers and the strategic coordination and responsibilities of the Local Authority and the use of its resources
- Headteachers leadership drives the system with a recognition that not all educational leadership resides in schools
- Firm commitment to the belief that schools need to exercise their best judgement in determining what's right for their community

## Outstanding Early Years Achievement

	Good Level of Development (2019)
Hampshire	76%
National	71%

## Strong Key Stage Two outcomes (2019)

Expected standard	Reading	Writing	Mathematics
Hampshire	76%	81%	80%
National	73%	79%	79%

## Key Stage 4 Outcomes (2019)

	A8	P8	Basics
Hampshire	47.5	-0.12	68%
National	46.5	-0.03	67%

## Ofsted Findings

Over 93% of schools are good or outstanding  
(86% nationally)

## Historic Performance & Key Issues

- Hampshire outcomes across key stages and measures have been strong for pupils overall
- Recent improvements in secondary phase overall in particular; primary already consistently strong
- BUT – there is variability with some groups of pupils performing less well than others
- Pupils with English not the first language and those with Service background, for example, generally do well
- Disadvantaged pupils and those with SEND we wish to see further improvement

## Key Personnel and Services

- Eric Halton, County Education Manager (Early Years and Primary)
- David Hardcastle, County Education Manager (Secondary and Post 16)
- Karen Nye, County Education Manager (Vulnerable Children and Young People)
- Tracey Sanders, County Education Manager (Inclusion)
- Phillip Walker, County Education Manager (Skills and Participation)
- Janet Barrow, Business Manager

# Access, Resources and Business Development Branch

Suzanne Smith  
Assistant Director

## Access

Admissions

Home to School Transport

School Place Planning

Childcare Sufficiency

## Resources

Data and Information

Administration

Procurement

Placement Commissioning

Information Governance:  
SARs, FOI, Data Protection

Workforce Development

Schools Funding

Relationships with IT, Health  
& Safety, Finance, HR

## Business Development

Grants

Commissioning & Provider  
Management

Childcare Market  
Development

Complaints

Partners – Health, Public  
Health, Districts

# Home to School Transport

Purpose: To provide support with travel to eligible children and young people to help them get to and from school

- Local authority role to facilitate school attendance – can require transport.
- Suitable travel must be provided for children whose nearest suitable school is:
  - 2 miles from home up to the age of 7;
  - 3 miles for age 8+; or
  - Where SEND means transport necessary.
- Transport must also be provided:
  - Where a walking route is unsafe;
  - For young adults with SEND when they require HCC support to attend their course;
  - Free of charge for pupils in receipt of free school meals or whose families receive the maximum level of Working Tax Credit.

# Home to School Transport



The service is restricted to the statutory minimum almost no discretionary travel is provided. All arrangements must allow children to arrive safely at school, and willing and able to learn.



Manage **5,000,000** student journeys every year.



27 FTE staff in the service, plus a further 600 part time;



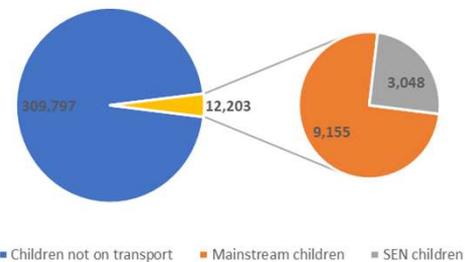
Costs for the service and team to deliver are **£34M** p.a.



Savings programmes over a number of years have made savings and efficiencies; pressures exist in the service through rising demand.

Also petrol prices (and other associated transport costs) only ever go up...they never go down!

Children and young people in education in Hampshire (0-19)



# Admissions

Purpose is to administer access to school as an admission authority, ensuring the practices and the criteria used to decide the allocation of school places are fair, clear and objective

## Statutory Context

- HCC is the admissions authority for all community and voluntary controlled schools.
- Admissions arrangements set each year, three main rounds.
- The County's policy gives priority to catchment applicants.
- Approximately 7,000 in year applications supported each year.
- Admissions team also tracks Children Missing Education and ensures children out of school are quickly offered a school place (Fair Access).

	Number of Children	First Pref. Met	Three Pref. Met
Reception	14139	93.07%	98.43%
Infant—Junior Transfer	7380	97.82%	99.1%
Secondary Transfer	14483	90.69%	97.92%



Providing an outstanding service to children and families



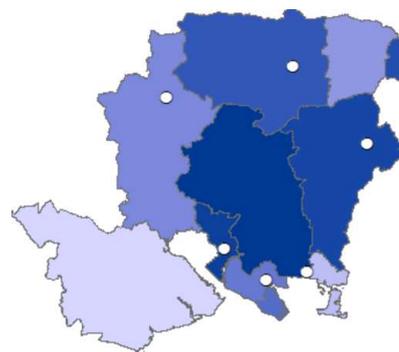
# School Place Planning

## Current Issues:

**Special Educational Needs and Disabilities (SEND)** - Growth in EHCPs since 2013 leading to increase in demand for placements

**Mainstream** - Birth rates are declining.

- Reduction in pupil numbers joining the primary phase with reduction forecast in most of Hampshire except where there are major new housing developments.
- Growth previously seen in primary phase now entering secondary phase schools. Pressures for Andover, Waterlooville/Cowplain, Basingstoke Town, Bordon, Hedge End and Fareham.

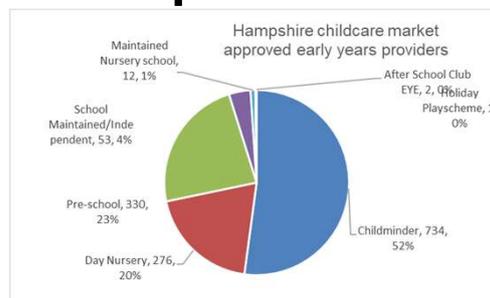


Providing an outstanding service to children and families



# Services for Young Children (SFYC) and Childcare and Business Development

- Statutory childcare sufficiency assessment and manage childcare market for children of working families/learning;
- Administration of early Years Block Funding to the childcare sector
- Early years education places for 2/3/4 YO;
- Support for settings to meet statutory welfare standards and safeguarding policy requirements.
- Promotion of childcare offers to parents/settings and stakeholders



**26,000** children ages 2/3/and 4 attend settings and payments for these settings are processed termly for EYE



**£75** million EYE budget annually through Dedicated Schools Grant

## Funded Early Years Education

### Funded two year olds (15 hours):

- family income less than £16,000

### Universal 15 hours entitlement:

- **all** three and four year olds

### Extended entitlement (15 additional hours)

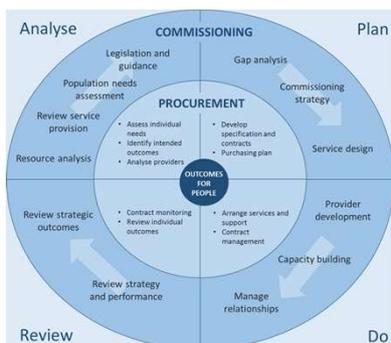
- both/lone parents working equivalent of 16 hours per week (£115 pw - £100,000 pa)

## Challenges for early years providers

- Business rate increases
- National living wage increases
- Pension contributions
- Premises issues:
  - Community centres/church halls - limitations on expansion
  - Schools place growth limits availability
  - Capital funding for premises
- Implementing 30 hours and loss of funding

# Procurement and Commissioning

**Purpose:** Effective and efficient planning, purchasing and monitoring of services



## Core Categories of Spend



**Post 16 Support & Accommodation**  
£4.9M spend p.a. Links to District Councils and a mix of charitable and private sector providers



**Home to School Transport**  
£32M spend p.a.



**Technology Enabled Care (TEC)**  
Area of projected growth. Working in partnership with Adults Health & Care and Argenti



**Placements (Fostering and Residential)**  
£52M spend p.a. primarily contracted out to private sector organisations



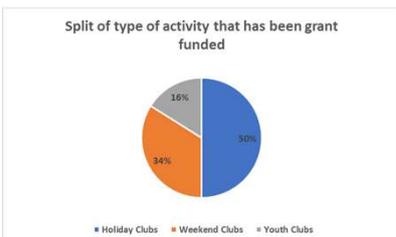
**Residential Strategy**  
Review of NCP Category Management strategies & retender of Framework



# Short Breaks Activity Grants

<b>Short Break Activity Grant Funding – 2021-2023</b>	<b>£1,079,000.00</b>
<b>Short Break Exception Funding – 2021-2023</b>	<b>£20,000.00</b>

23 Short Break providers have been grant funded to deliver; weekend, holiday and youth club activities for 23 months, delivering 2,259 sessions.



## Gateway Card

If you want a card to evidence that your child or young person has a disability and requires support when visiting attractions or taking part in community activities, you should apply for a Gateway Card.



## Gateway Card+

If your child or young person has a disability and needs support to attend a Hampshire County Council funded Short Break Activity (specialist or mainstream), because you need a break from caring, you should apply for a Gateway Card+.

## Gateway Card Applications Status

2,830 Gateway Card applications have been approved. These cards are valid for a year and then they will need to be renewed. Every three years parents/carers will be expected to reapply for a new Gateway Card or Gateway Card +

# Strategic Development Branch

Peter Colenutt MBE  
Assistant Director



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## Children's Services Capital Programme

- Role of LA to strategically plan school places and capital investment
- 2021/22 to 2023/24 over £100m investment programme
- 2013 to 2023 – additional 18,313 school places across Hampshire
- School Places Plan 2020 to 2025



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- National Funding Policy – Basic Need
- Capital Maintenance and SEND
- Schools’ Devolved Formula Capital (DFC) allocation
- Planning for new housing – DfE expectation of developer contributions



## Planned New Schools in Hampshire by September 2025

Area / School	Size & Type of School	Proposed Opening Date	Sponsor Status
Boorley Park Primary, Botley	2fe Primary (future 3fe)	Sept 2019	Wildern Academy Trust
Barton Farm Primary Academy, Winchester	2fe Primary	Sept 2020	The University of Winchester Academy Trust
Stoneham Park Academy, Eastleigh	1½fe Primary	Sept 2020	The University of Winchester Academy Trust
Austen Academy, Basingstoke	125 place 4-16 SEND School	April 2021	Catch 22 Multi Academies Trust
Cornerstone CE (Aided) Primary, Whiteley	3fe Primary (relocation and expansion of 1fe Primary)	Sept 2021	Portsmouth & Winchester Diocesan Academies Trust
Deer Park School, Hedge End	7fe Secondary	Sept 2021	Wildern Academy Trust
Berewood Primary, Waterlooville	1.5fe Primary	Sept 2024	tbc
Hartland Village, Fleet	2fe Primary	Sept 2024	tbc
Hounsoms Fields, Basingstoke	1.5fe Primary	Sept 2024	tbc
Hazelton Farm/Lane east of Horndean	1fe Primary	Sept 2025	tbc
Horton Heath Primary, Fair Oak	2fe Primary	Sept 2025	tbc
Manydown Primary, Basingstoke	2fe Primary	Sept 2025	tbc
Welborne Primary, Fareham	2fe Primary	Sept 2025	tbc

## Special Educational Needs and Disability

- 125 place 4 -16 – Austen Academy Autistic Spectrum Disorder (ASD) Free School – Spring 2021
- Local resources £1m per annum
- Variety of SEND projects including:
  - 90 additional SEMH places
  - Significant refurbishment of SLD/Complex needs school



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## Schools Devolved Formula Capital Allocation

School Phase	2021/22 Formula (assumed) £
Per nursery/primary pupil	11.25
Per secondary pupil	16.88
Per special school or education centre pupil	33.75
Lump sum (all schools)	4,000.00

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# Transformation Branch

Ian Smart  
Assistant Director

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## Children's Services Transformation Practice

- **Children's Services Transformation Practice (CSTP)** is a group of change management professionals that work across the department's services to design and deliver programmes and projects, all of which have the aims of improving performance and outcomes for children
- At any one time, we are actively managing 20+ programmes/projects as part of the department's Portfolio, the progress and performance of which are reported to DMT each month by the Portfolio Management Office that sits within CSTP

## Portfolio Management Office



- The purpose of the PMO is to exercise more consistent and collective strategic oversight of the department's transformation agenda and support the selection, prioritisation and control of our programmes and projects, in line with our strategic objectives and capacity to deliver
- Our portfolio management approach addresses three primary questions:
  1. Are these the programmes and projects needed to deliver our strategy and objectives, subject to risk, resource constraints and affordability?
  2. Are we delivering them effectively and efficiently?
  3. Are the potential benefits from our investment being realised?

## CSTP Services to the Department

The team has a range of transformation related skills and experience that are available to the department's services through services that include:

- Feasibility studies
- Business case development
- Operating model, service design and development
- Service and process improvement
- Programme, project and change management
- Benefits management
- Training and coaching support to teams



Hampshire  
County Council

Providing an outstanding service to children and families



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## Key Challenges

Steve Crocker  
Director of Children's Services



Hampshire  
County Council

Providing an outstanding service to children and families



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## Key Challenges

- Delivering SP23 whilst maintaining the quality of our work will be our primary challenge.
- Services for children depend upon the ability to lead a partnership of agencies including police, health and schools – all of which face similar (but perhaps lessening) financial challenges.
- There is a recruitment and retention problem for public sector professionals but which is affecting the recruitment of teachers and social workers in particular in Hampshire. Innovative recruitment techniques are being tried.
- A national malfunction in SEN policy which is driving a £1bn overspend (nationally) and not delivering parental wants.



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## Key Challenges

- School place planning is increasingly difficult within the strictures that all new schools must be free schools or academies. It is now very difficult find (good) academy sponsors for new schools.
- Academy performance remains a concern and Regional Schools Commissioners cannot seem to find replacement academy chains where academies are failing.
- As with children's social care, the challenge of ensuring that schools improve standards, especially for vulnerable pupils, whilst LA and school budgets continue to fall will be extremely difficult



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## Key Challenges

- Demands for Education, Health and Care Plans for children with SEN have grown significantly placing significant additional demands on special schools and the NHS.
- Electively home educated pupil numbers are continuing to grow (as per national trend) and have now doubled. There is a gap in legislation. There are significant risks that these pupils education and safeguarding cannot be effectively monitored under current legislation.
- County Lines
- Events...



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