Foreword

In Hertfordshire we aspire to be innovative; that is why we decided to become a ‘Pathfinder’ for the Special Educational Needs and Disabilities (SEND) reforms.

The reforms were introduced as part of the 2014 Children and Families Act and Hertfordshire took on the Champion role, focusing on Preparing for Adulthood, so we could share our learning with other councils to help them implement the reforms within their own communities.

The number of children and young people living in Hertfordshire will increase from 278,000 in 2015 to over 300,000 by 2022. As the number of children, young people and young adults with SEND also rises we need to ensure that we are spending our limited resources wisely and, where appropriate, in partnership with health services.

Improving outcomes for children, young people and young adults with SEND is at the heart of our work. This 0-25 SEND Commissioning strategy, aims to build on the good outcomes we have already achieved as a Pathfinder authority to ensure that we can provide the right services for children, young people and young adults with SEND and their families, at the right time and in the right place.

We believe that the best way to ensure that we provide the services that children, young people and young adults need is to work closely with those who know them best: the children and young people themselves and their families, represented through Hertfordshire Parent Carer Involvement (HPCI).

This strategy is the first of its kind, co-produced in its entirety with not only our organisational partners but also with Hertfordshire’s parent carers and young people with SEND.

By working together I am confident we can deliver this strategy to give children, young people and young adults with additional needs the opportunity to thrive in their families, their schools and their communities.
Our Vision

To give every child, young person and young adults (CYPA) with or without additional needs the opportunity to thrive:

- In their families
- In their schools
- In their communities

Our approach to commissioning

Our co-produced outcomes will drive the commissioning of support services:

Children, young people, young adults and their families are listened to, understood and valued so that the things that matter to them shape and inform provision, process and experience.

Personalisation

Building on the strengths of the family and their community to find solutions through a person and family-centred planning approach.

“I am listened to, understood and valued so that the things that matter to me shape and inform provision, process and experience.”

“I can get the right support at the right time in the right place and by the right person.”

Integration

Working to keep children and young people with additional needs in education and care local to their home by providing coherent and joined up arrangements across services and the community.

“The staff who work with me are skilled and work effectively together to share information, plan, provide support and services.”

“I can access a high quality local offer which enables me to learn, make friends and live in my community.”

Localism

Based and developed with local communities by families, children and young people with additional needs.

“I will be supported to have choices to live independently and have a job.”

Comprehensive, effective, timely and person centred identification and assessment of need which is updated in response to changes in skills and circumstances and is used effectively to inform provision, support and services.

All CYPA have access to a range of high quality multi-disciplinary services to meet their needs, support progress, promote independence, raise aspirations and enable the achievement of appropriately challenging outcomes.

All those involved in supporting and working with children, young people and their families (across Education, Social Care and Health) work effectively together to share information and plan and provide support and services, to include a high quality local offer which enables individuals to live and learn locally.

CYPA will be supported at key phases of their life so that ultimately they are able to successfully move into an adult life with improved life chances, independence and work opportunities.
Our Mission

We believe that establishing integrated commissioning arrangements and processes around CYPA with additional needs will improve co-ordinated packages of support, promote co-production, align processes, reduce duplication and above all improve outcomes.

Our approach to integrated commissioning is supported by the Children and Families Act (2014), the SEND Code of Practice, (January 2015) and the Care Act (2014). These pieces of legislation share a focus on person centred practice and outcomes, underlining the importance of putting CYPA in control of their care and support.

Our strategy sets out a shared vision and common purpose for all involved. It will facilitate a partnership between agencies and providers to deliver outcomes for CYPA with services which are person centred and offer them choice and control over their lives. Our aim is to ensure that stakeholders work together to deliver services more effectively, and provide good value for money in order to improve the experience and outcomes for the CYPA who use these services.
**Children and Young People Voice**

We will ensure that the voice of CYPA is integral to the development of SEND strategies and commissioning of services. This includes the training of young people with SEND to be “youth commissioners” who will provide expert-by-experience insight into the whole commissioning cycle, including the monitoring of services. It also includes ensuring that the voice of the CYPA is part of the co-production of service models.

**Therapy Services**

We will deliver speech and language therapy, occupational therapy and physiotherapy for CYPA by the same provider in Hertfordshire, but will be jointly funded by the Local Authority, designated schools money and NHS Clinical Commissioning Groups. This work will ensure that all partners have agreed shared outcomes for CYPA, and there will be a single, agreed service specification for the provider to deliver these outcomes. Key stakeholders in this work include CYPA, families, schools, colleges, GPs, CCG’s and strategic leaders.

**Short Breaks**

We will commission a wide variety of short breaks to meet the needs of disabled young people and their families, in line with the Short Breaks Local Offer. The level of demand is set to increase. This work includes the co-production of a service specifications, and for 2015-18 we will look at the delivery of residential short breaks across all partners.

**Pathways for Children and Young People with Autism**

We will work with CYPA with autism, parents/carers and health colleagues to ensure a single diagnostic referral pathway, which is compliant with national best practice.

**Personal Support in the Community**

We will develop the market to ensure that the right level of support is available to families with disabled children, at the right time.

**Mediation**

We will continue to ensure that the local authority meets its statutory obligations to provide mediation support to families who need it through the EHCP process.
Our approach

We value what is important for CYPA with additional needs and their families and engages them as equal partners in seeking and implementing solutions that bring positive changes for them. Their feedback about what is important to and for them, gathered at various stakeholder events and consultations has been instrumental in shaping this strategy and in developing the vision and outcomes which drive it, and will continue to be key as we implement, monitor and review it.

Our commissioning approach will be demand and evidence based. A summary of what they told us can be found on our published Local Offer www.hertsdirect.org/localoffer

Our strategic partners

The National Health Service (NHS), schools and colleges, are working in partnership with us to develop effective ways of harnessing the views of our local communities so that commissioning decisions on services for those with additional needs are shaped by users’ experiences, ambitions and expectations.

We will jointly engage with local stakeholders including Healthwatch organisations, the Care Quality Commission (CQC), patient representative groups, Herts Parent Carer Involvement (HPCI), and groups representing young people with additional needs and other local voluntary organisations and community groups.

What does success look like?

What do we need to change?

What isn’t working?

What can we do to co-work better?
Our Principles

This strategy is intended to support us to make a real shift to personalised commissioning which focuses on what people really want and provides individuals and families with increased opportunities and responsibilities to create solutions which match their individual circumstances.

**Personalisation**

- Children, young people, young adults and families are at the centre of all we do and we will support them to identify how they can improve their own outcomes using a strengths-based approach.
- Children, young people, young adults and families will be empowered, engaged and listened to in order to understand the whole family perspectives.
- Support provided will have a positive impact and help build independence and resilience for the CYPA and their family.
- Preparing for adulthood will start early and play an essential role in informing a CYP’s educational pathway.

**Integration**

- We will be creative, considering new solutions to problems and allowing children and young people with SEND, their families, their teachers, people who know them best to work together to work out the best solution in their local community.
- A shared understanding and expectation across our workforce about supporting SEND commissioning outcomes will shape and inform services.

We will focus on early identification of need in order to improve outcomes and experiences.

- Effective joint commissioning arrangements and cross agency arrangements will ensure that appropriate services are able to deliver support to help schools, colleges and settings and locally based services meet the needs of children and young people with additional needs.

**Localism**

- Wherever possible, children, young people and young adults with additional needs will be maintained in education and care local to their home, supported by coherent and joined up arrangements across services and the community which use individual and community strengths and resources in the best way possible.
- People are supported to access education and care in their local areas and local services will be accessible to all with the right support.
- CYPA their parents and carers will be effectively involved in developing, shaping and reviewing our local offer of SEND services and provision.
Meeting need locally

- We will continue to commission a continuum of educational provision including specialist provision and support in mainstream settings across all phases of education.

- Our commissioning arrangements with our health partners will ensure that we can provide high quality local specialist provision for those CYPA with the most complex needs.

- Information about future needs will be used to plan and commission an appropriate range of specialist support and resources to enable the majority of those CYPA with additional needs to live, learn and work locally.

- We will build on the success of DSPL (Developing Specialist Provision Locally) approach of re-investing savings from services which are less effective at delivering the outcomes required into developing a broader range of high quality provision which enable CYPA to live, learn and work locally.

- We will monitor and quality assure all service provision, delivered by the Local Authority and NHS or externally commissioned to ensure we have services which improve the outcomes for CYPA with additional needs, and meet their support needs in a cost effective way.
Access to information is essential to enabling young people with SEND and their families to have choice and make informed decisions.

Our Local Offer has been co-produced with CYPA, parents/carers and strategic partners such as schools, colleges and health. The local offer details the services that are available locally, aims to support personalisation and empower people to find their own solutions and plan for the future and for transition points by providing effective by ensuring that information is easily accessible, high quality and effective.

Young people have told us what is important to them as they move into adulthood. You can hear their views on [https://www.youtube.com/watch?v=p2VgeWTtibs](https://www.youtube.com/watch?v=p2VgeWTtibs)

**We will improve outcomes for 0-25 year olds with SEN or disabilities, including those with EHC plans by:**

Establishing partnerships across education, health and care and with parents groups CYPA which enable us to secure:

- Joint understanding
- Joint planning
- Joint delivery
- Joint review to improve service offer

**This will be achieved by:**

- Involving CYPA in co-produing plans to meet needs from within the family, local community and where necessary and appropriate through additional support from statutory services.
- Using the ‘understand, plan, do and review’ approach to identifying and meeting need.
- Undertaking a review of our educational, training, health and social care provision (including accommodation) in consultation with a range of stakeholders, and co-production with CYPA with additional needs, and their parents and carers.
- Building on existing strategies such as the ‘All Age Autism Strategy’ and ‘CAMHS review’ to ensure consistency of approach.
- Working alongside the Voluntary and Community Sector.
About Hertfordshire

We have undertaken a Joint Strategic Needs Assessment (JSNA) designed to gather data which can usefully inform future service need which draws on qualitative information including case studies and feedback from service users held by local organisations and teams.


The key messages from the JSNA include the following:

- 1.9% of children in Hertfordshire schools have a statement of SEND or an EHCP, compared to 2.8% in England. National numbers are rising but in Hertfordshire statement numbers fell from 4165 in January 2009 to 3725 in January 2014.

Estimated Hertfordshire population changes between 2011 and 2021: age 0-24

![Graph showing population changes](image)

Over the next five years, Hertfordshire is set to have a growing population of children aged 14 and under. Their key identified needs are primarily Speech, Language and Communication Needs, particularly in the younger age groups.

As Hertfordshire children become teenagers, the incidence of Behavioural, Emotional and Social Needs increases, in line with national trends, so access to good mental health and behavioural support services is crucial.

Over half of children with a statement of SEN maintained by Hertfordshire attend a state-funded special school, which is significantly higher than the comparable national average.
About Hertfordshire

Educational Establishment of Children with a statement of SEN (2014)

In state-funded special schools in Hertfordshire, the most prevalent primary need is “Moderate Learning Difficulty”, which is different to the national picture where the most prevalent need is “Severe Learning Difficulty”. As a result, a smaller proportion of children in state-funded mainstream primary and secondary schools have a primary need of “Moderate Learning Difficulty” when compared to the national average.

Around 140 young people move from Children’s Services to adult Learning Disability Services each year, although there is very low uptake of commissioned adult short breaks or day opportunities from young adults.
What more should we do to assess needs?

Continuing to develop our information and evidence is a key priority of this strategy, and further work needs to be done to better understand the needs of CYPA. We need to improve our ability to forecast need if we are to improve planning and ensure services can meet future needs.

**To achieve this, we will:**

- Set and implement effective key indicators to enable us to monitor performance against outcomes and support the review and audit of services against local and national benchmarks.
- Make use of effective practice, data and wider intelligence and independent assessment to drive improvement.
- Systematically collect feedback from children, young people, young adults and families and use this effectively to improve services and delivery.
- Ensure that there is a clear link between plans and outcomes for individuals and the joint commissioning cycle, so that individual plans and outcomes inform strategy and the strategic framework enables personalised, joined-up responses.
- Make effective use of CYP’s Personal Outcomes Evaluation Tool (POET) pilot across education, social care and health.
- Publish transparent and accessible data, including on user experience to inform the local offer.
- Encourage mainstream services to collect monitoring data regarding disability to be reviewed.
- Encourage specialist services to:
  - Collect full monitoring data in relation to postcode and ethnicity.
  - Monitor and report on categories of disability need rather than just looking at primary or secondary needs in most cases.
- Plan and review with CYPA and families through the Young People’s Commissioning Groups and Hertfordshire Parents and Carers Involvement Group new services in scope of this strategy.
- Collect and analyse Health Service Performance Data for services working across Hertfordshire and NHS Herts Valley and East and North Hertfordshire Clinical Commissioning Group.
Our strategic priorities are designed to support better outcomes for CYPA with additional needs and their families and have been shaped by the things they told us are important to and for them now and in the future. They will be measured against our jointly agreed outcomes (see section 3). They are as follows:

### Priority 1: An Integrated commissioning service for CYPA with additional needs and their families

Our aim is to provide an integrated approach to assessments, planning, doing and reviewing of services and support that is person centred for 0-25 year old who have complex needs.

**We will:**

- Jointly agree outcomes for CYPA accessing therapy services.
- Ensure families are offered the opportunity to resolve disagreements through mediation.
- Implement a shared quality assurance framework which is co-developed with CYPA and families to ensure parity of esteem.
- Train young people with additional needs to become YP commissioners to support the commissioning of services for CYPA with additional needs.
- Develop a strategic approach to the integrated commissioning of short breaks services for CYPA with additional needs.
- Develop and stimulate the home care provider market to effectively meet the needs of CYPA and their families.
- Develop the recommendations from the CAMHS review that reflect the needs of CYPA with disabilities.
- Establish a clinical reference group to drive the implementation of the recommendations from the county wide All-Age Autism Board.
- Develop an integrated quality assurance framework to achieve integrated EHC plans that are comprehensive, timely and are co-produced with partners.
- Develop Hertfordshire’s Personal Budget offer to include health, social care and education YP and families.
Priority 2: High quality advice and information

Our aim is to provide information and advice to CYPA and families about services and support that is available to them that is accurate, high quality, and easy to find and use.

We will:

• Review all current local advice and information services to make them more accessible and responsive to CYPA and their families.

• Further develop the Local Offer to accurately describe services for CYPA aged 0-25, and ensure that it meets the needs of CYPA and their families.

• Implement and develop an integrated system for collecting and analysing data and information to ensure that the services we commission are directly linked to the outcomes that CYPA with additional needs and their families tell us are important to them.
Priority 3: Preparing for Adulthood

Our aim is that CYPA with additional needs will be able to successfully move into an adult life with improved life chances, independence and work.

We will:

• Review the effectiveness of current statutory arrangements including advocacy for CYP moving from Children’s to Adult’s Services across health, education and social care services.

• Develop a local choice offer and culture of personalisation to enable YP with additional needs to achieve and live fulfilling lives.

• Ensure the Housing Strategy and Transport Policy for YP and adults is informed by evidence from the JSNA about how best to develop options to support young people to live independently.

• Improve employer confidence in their ability to extend employment opportunities for CYP with additional needs through approaches such as supported internships.

• The Local Authority will lead by example on employment and Supported Internships.
Priority 4: Integrated Disability and Additional Needs Service

We are committed to establishing an Integrated Disability and Additional Needs Service for CYPA (0-25) that is high quality, represents value for money and delivers the outcomes that matter to CYPA and their families.

We will:

- Develop a phased approach to integrate provider services for CYPA with disabilities and additional needs and review benefits to both CYPA and commissioners.
- Develop alternative models of effective evidence based integrated service delivery.
- Establish a single point of access for health, social care and education which includes the right skilled professionals at the front door and assessing for needs rather than individual services.
- Ensure professionals, partners and families have a shared vision and understanding of outcomes and success.
Measuring performance

We will be able to evaluate the impact of our strategy and the quality of our offer through 3 key measures:

We will:

- **Outcome Measures for CYPA** Do young people feel that they are getting the outcomes they want in relation to education, social inclusion and community participation, health and wellbeing, and others? Is the provision improving achievements in education and life chances in relation to employment and/or independent living as young people progress into their adult lives?
- **Feedback from CYPA and their families** about their experiences: of school, college, programmes, services, support, processes and their outcomes. We should ask them and keep asking them and adapt the offer in line with their responses.
- **Ofsted review of the Council and the providers we commission.**
How will we know we have made a difference?

The expected impacts of this strategy include:

**Outcome measures will confirm:**

- EHCPs are effective at meeting the outcomes identified for individuals.
- Data extrapolated from individual plans confirms that providers are successfully meeting the outcomes of the CYPA they work with.
- The number of young people with additional needs making a successful transition into work, whether supported, voluntary or paid, increases.
- The number of young people with additional needs making a successful transition into independent living (including supported living) increases.

**Feedback from CYPA and their families will confirm that:**

- Pathways are clear, integrated and support improving outcomes for CYPA across Hertfordshire.
- Commissioning is truly personalised, focussing on what people really want and providing individuals and families with increased opportunities and responsibilities to create solutions which match their individual circumstances.
How will we know we have made a difference?

**Internal analysis of data through the Joint Strategic Needs Analysis (JSNA) and other means will confirm:**

- A reduction in complaints and tribunals.
- A reduction in the numbers of young people whose needs cannot be met locally.
- All assessments are undertaken and completed within statutory requirements and data confirms that the waiting times are reducing year on year.
- That EHCP’s are high quality and effective.
- An increase in the number of CYPA and their families accessing personal budgets.
- An investment based model of commissioning is successfully ensuring that resources are allocated where they have the most impact.
- The use of preventative approaches including early help interventions will improve outcomes, reducing the likelihood of escalation of need or crisis resolution as well as reducing the number of looked after children. (Based on analysis of a combination of data including destination and outcomes data, and feedback from CYPA and their families).

**Ofsted will confirm:**

- Improved provider performance evidenced by an increase in the number of providers rated good or outstanding at inspection, so that CYPA with an additional need can expect provision which is at least good irrespective of their geographical location.

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- Improved provider performance evidenced by an increase in the number of providers rated good or outstanding at inspection, so that CYPA with an additional need can expect provision which is at least good irrespective of their geographical location.
Have your say

We are committed to seeking the views of children, young people, young adults, parents and carers to ensure that their needs and feedback influence the local commissioning and delivery of services in Hertfordshire.

We would welcome your views on this strategy, based on your experiences, your outcomes and the things you feel are important to and for you in order to support you to have better lives.

To have your say please refer to www.hertsdirect.org/localoffer