

Case Study - Strategic alignment: Hertfordshire Outcome Bees

The Six [Hertfordshire Outcome Bees](#) are a set of key outcome areas/ domains for children, young people and their families. They were developed to align priorities and measure progress in meeting outcomes for all children at both an individual and strategic level in Hertfordshire.

What was the challenge?

The [SEND Local Area inspection of Hertfordshire](#) in 2016 identified a need for strategic alignment across programmes and services for children and young people with SEND. It became clear that we needed to develop a set of shared multi-agency outcomes for all children, young people and families in Hertfordshire in order to improve outcomes and ensure coordination and consistency across services. We also wanted to change our focus from measuring what we did to measuring the impact of what we did.

How did we address it?

We tested ideas for the Outcomes Bees with a range of stakeholders including:

- Children, young people and young adults (including young commissioners);
- Local school partnerships and some schools;
- Parent/carers (through events and through parent carer forum networks);
- Staff working in children's services, health commissioners and providers, and public health services.

A key group in the process was our 0-25 Board, a strategic group leading on the SEND Reforms with representation across health, education, children's social care and adult services, our parent carer forum and carers' organisations in Hertfordshire. We also worked with various strategic groups responsible for SEND across the local authority and local health services.

The resulting framework – the Hertfordshire Outcome Bees – will be applied across all agencies and services for children and young people (not only those with SEND).



The outcomes are already being used by commissioners, and in future the aim is to integrate them with the EHC planning and assessment process.

What was the impact/outcomes of implementing the change?

The Outcomes Bees were formally launched across all agencies in Hertfordshire on 18th April 2018. Initial feedback from partners is that they really welcome having a clear vision of our aims for all children and young people in Hertfordshire, including those with SEND. In the future we hope to be able to demonstrate better joint working and better outcomes for children as a result of the framework.

It is early days and we are still developing ways to use the Outcomes Framework across the children's partnership. We are working to 'tidy up' our performance reporting and align our performance measures with the outcome domains – this has really helped us think about the difference between measuring process and measuring outcomes. One of our Family Centres has set a great example for colleagues by aligning all their group work activities with the outcome domains so that parents can see the ambition behind the group and which outcome is being targeted.

We have started a really exciting piece of work with iMPower Consulting called 'Valuing Care'. This is helping us to score, or quantify, Looked After Children's needs across the Outcome Domains. When a child comes into care their needs are scored against two statements from each domain and then, once the child has been in care for three or six months, we can do the scoring again, and again, and measure progress. We can begin to see the most common needs and think about how we are meeting those needs. We will soon be able to run reports that tell us whether Looked After Children are making progress in each of the outcome areas. We are also able to use the scores to draw a 'cobweb' which we can look at with the children, young people and families and use as a helpful tool to talk about some areas that might be challenging.



When the needs are re-scored the cobweb will move and we can look at the differences. We will be fully evaluating the first six months of this piece of work in August and are happy to share our findings. Once we have this model of practice embedded we are looking at where next to implement and the 0 – 25 Together Service for children and young people with disabilities is high on our list.

The Bees are helping us have different conversations with each other, with children and young people and with their families. We are learning a common language and we are having fun!

This is a ‘living’ case study, so you can revisit this page to follow progress in Hertfordshire.

Want to know more? For more information please email FSC.Team@Hertfordshire.gov.uk

