APPENDIX 2

SEND Transformation – Executive Summary

PRIORITY AREAS	BARRIERS TO SUCCESS	BUSINESS CHANGE	END BENEFITS	STRATEGIC OBJECTIVES
Develop local multi-disciplinary teams and community support networks	• Current out of county special school placements have risen by 30% over the last 3 years and costs forecast to increase by £3.3m in the next 3 years • Support is disjointed and inconsistent particularly at transition points. • Services are designed around service need rather than those of families. • Attainment gap between those with SEND and those without is too large. • Average cost of home to school transport for out of county placements is more than double that of in-county.	• Re-design services to improve efficiency and provide seamless support through the development of local integrated services and support networks for professionals and parents. • Re-configure Special School and outreach provision • Commission integrated provision to provide more personalised and flexible support so children and young people with SEND can participate in their community. • Develop a training programme for professionals and parent/ carers to enhance skills and expertise and create a positive, collaborative culture	• More children with SEND are educated within a local school and participate in their local community • Streamlined provision resulting in efficiencies of £1.74m over 5 years. • Parents and partners are more confident to support needs without escalating to specialist services. • Demand for costly packages of support are contained at current levels through reducing the need for EHCPs and tribunals as earlier, local support is more effective.	**EFFECTIVE INTERVENTION** Improved & sustainable outcomes
Maximise the benefits of digital technology	• Unnecessary duplication in processes and insufficient communication amongst professionals and parents • Limited use of on-line processes to streamline back-office processes • Parents need more timely information accessed in a way and at a time that works for them	• Pilot digital technology to assist young people to develop their independence • Develop on-line system to enable parents and professionals to track progress and contribute to EHC plans on-line • Establish a single on-line profile for each child and young person so that families don't have to retell their story • Establish a single point of access phone and on-line chat facility to provide families with 'real-time' advice and support.	• More on-line processes increase efficiency and releases professionals capacity to work directly with families. • Families access personalised advice and support when needed which builds their confidence in early support and reduces the need to escalate to more costly provision. • Young people live more independently with support from digital technology, reducing the need for additional support.	**MANAGE DEMAND** Cost Avoidance £3.23m
Improve access to independent living, employment and training	• Supporting young people to become more independent begins too late in their lives often resulting in the need for high cost, long term accommodation. • Out of county college placement costs have risen by over 400% in the last four years and forecast to rise by a further 70% over the next three to £1.2m • Aspirations and employment opportunities are too limited for young people • Demand for 'day opportunities' for 18-25 year olds is high and costs £7m.	• Join up post-16 offers across Hertfordshire schools, colleges, YC Hertfordshire and employers to provide more meaningful training and work experience • Consolidate the range of 'preparing for adulthood' type roles to provide a more cohesive and impactful offer. • Explore potential to provide student type accommodation for young adults to enable greater independence.	• Reduction in the demand for out of county college placements by developing the in-county offer. • Reduce demand for 'day opportunities' provision in early adulthood by improving young people's independence and enabling them to engage in meaningful community activity and employment. • Less pressure on higher cost provision as people have the skills and confidence to remain more independent on into adulthood.	**EFFICIENT USE OF RESOURCES** Projected Savings £1.74m

Programme Investment £3,012,357

SEND Transformation Programme

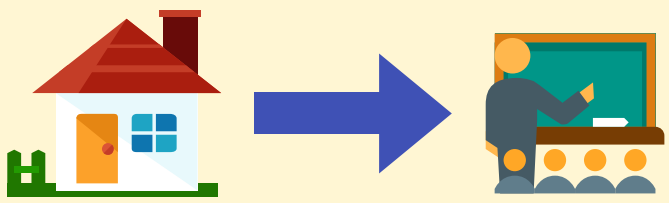
Hertfordshire's SEND Population

Demand Pressures

36%

SEND population growth forecast by 2023

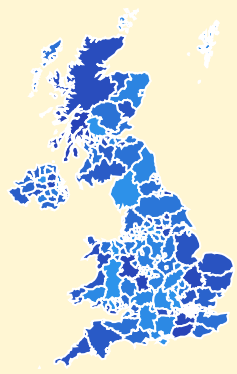
Spend £9.5 million on out of county special schools, forecast increase of £3.3 million in next 3 years



SEND Home To School additional IP pressures of £2.6 million by 2021/22

CLA IP pressures £3.9 million

Cost of out of county college placements increased by 400% to £707,000 in 2017/18



Our Vision

Children and Young People with SEND...

- Are listened to, understood and valued
- Receive the right support, at the right time, in the right place
- Are supported by skilled staff who share information and work effectively together
- Are able to access leisure activities, make friends and be part of their local community
- Have choices, live independently and have a job
- Have a keyworker who knows them and their needs. Who helps navigate the process
- Have a single case file of information that they and relevant practitioners contribute to

Costs

Cost Avoided

£3,230,000

Transformation programme investment

£3,012,357

Cost Savings

£1,739,985