





Bexley IASS: Sustainability Plan 2021 / 22

The current picture:

Since 2014, Bexley Local Authority have historically commissioned Kent County Council to provide an IAS service for Bexley's parents and carers of children and young people with special educational needs and / or disabilities (SEND). This was not received positively by local parents and carers.

In September 2019 Bexley IAS service was brought back into Bexley Borough to provide a local service, connected with community and meeting local SEND family's needs. This decision was informed by substantial consultation work between Bexley Local Authority and partners, giving a strong focus on the views of parents and carers of children and young people with SEND and the local PCF, Bexley Voice.

The Bexley IAS Service has been developed into an empowering and enabling model of delivery that provides parents and carers of children and young people with SEND with the impartial information, support and advice they require.

How IASP funding has improved the IAS service offer to it service users 2020 – 21:

An increase in staffing capacity with an additional IASS Officer (1 year fixed term contract 1.5.20 – 30.4.21) has expanded the Bexley IASS team from 1 FTE person to 2 FTE staff, enabling the IAS service Coordinator to develop the service further, given it is a relatively new local service and is still in its infancy.

Operational service cover split between 2 FTE staff to allow days on and off the service enabling time to provide service users with:

- A Telephone helpline 9am 5pm daily (Sec 3.1 of the minimum standards)
- **Email support** (Sec 3.1 of the minimum standards)
- All year-round service including response outside of school term time (1.3 Minimum standards)
- Stand-alone Bexley IASS Website www.bexleyiass.co.uk (Sec 3.3 Minimum standards)
- <u>Policies, forms, templates and SEND information factsheets</u> which have been designed and developed, all bespoke to the Bexley IAS service, to ensure service users receive a consistent, professional experience as they are supported through the IASS interventional levels. (3.2 Minimum standards)
- <u>Steering group</u> terms of reference have been developed and membership identified. The Steering Group feedback & challenge to inform local IASS Practice whilst also informing local partners of themes and trends seen and coming through as enquiries. (Sec 1.8 Minimum Standards)
- Quantitative Evaluation of the new Bexley IAS service is ongoing and supported by the IASS
 Questionnaires to service users via Survey Monkey. (2.1 Minimum standards).
- Qualitative service user feedback evaluation via random telephone surveys once per term (30 service users). (2.1 Minimum standards)
- <u>Provide ongoing data collection and evaluation</u>, feeding back to the Steering group, Local Authority and Commissioners. (2.1 minimum standards)

- Proactive partnership working and outreach with local statutory and voluntary community sector partners. Stakeholders include the local parent carer forum, Bexley Voice to begin to inform and influence policy and practice in the local area and raise awareness of the service and its remit within the community. Ensuring findings are fed back to the Strategic SEND Board. (Sec 2.3 of the Minimum Standards)
- <u>Establishing links</u> with Health & Social Care partners, voluntary sector, LA partners to ensure they are made aware of the relaunched IAS Service (1.6 Minimum standards)
- <u>Training offer</u> to SEND children & young people and parents to increase their knowledge of SEND law, guidance, local policy, issues and participation.
 - Bexley IASS have worked closely with the Parent Carer Forum to develop an IASS Parents/ YP transition Training package which is complimentary to the training offered by the PCF to avoid unnecessary duplication (3.6 Minimum Standards)

• Bespoke and stand-alone data capture system:

Both team members_manually input data and manage their own administration requirements whilst on services days.

Including capturing, evaluation of the data and production of reports for reporting purposes.

• Strengthening partnership working:

Working with local partners such as PCF, BME community groups, BVSC to improve engagement with all service user groups and inform on emerging themes.

Staff Training.

Ensuring the IASS Officer successfully completed IPSEA legal training within 12 months of joining the service. (Sec 4.1 of the Minimum standards)

Task Order Aims.

Fulfilling the aims and objectives as set out in the 2020 – 21 task order such as identifying and developing a group of IASS champions to help engage the wider community and champion the support available from the IAS Service.

• Development of virtual working offer during the different phases of Covid

An additional level of support has been offered to meet service user needs during Covid 19: **YP engagement direct:** For example: advice sessions in secondary schools / FE colleagues to reach a broader group of YP with SEN and advise on matters such as their voice being heard at annual review etc. (3.6 Minimum standards)

Virtual 121 offer

Working closely with our Parent Carer Forum we have developed a virtual offer of 121 face to face virtual sessions with IASS for parents, carers, children and direct with SEND young people

Out of hours' telephone contact.

To accommodate busy parents working from home, home schooling and with additional caring responsibilities through Covid, Bexley IASS wanted to ensure parents have the opportunity to talk to the service in the evening. Therefore avoiding the scenario of talking about the child's needs or difficulties in front of the child.

Production of IASS service videos

IASS have produced information videos to promote the IASS service offer which have been circulating through the Parent Carer Forum, voluntary sector and education partners.

<u>The IAS Service website</u> is regularly being updated for SEND families with Government updates, guidance and signposting to national organisations who can offer support for children and YP such as Young Minds, the challenging behaviour foundation and family fund. Easy Read tools and Social stories have also been provided for SEND families to explain to SEND C & YP the Covid situation.

<u>Further development of SEND information factsheets</u> to meet the emerging themes within the SEND community during Covid which have been designed and developed, all bespoke to the Bexley IAS service, to ensure service users receive a consistent, professional experience as they are supported through the IASS interventional levels. (3.2 Minimum standards)

Accessibility regulations:

Additional work is required for the IASS service as outlined in the Gov. Accessibility regulations (2020) which is a requirement for all public sector websites to ensure websites, forms, PDF documents provided etc are in an accessible format and the website itself is complaint with the regulations.

This is an ongoing piece of work.

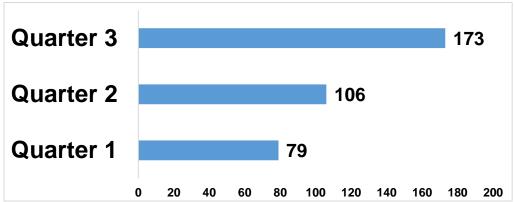
(Understanding accessibility requirements for public sector bodies - GOV.UK (www.gov.uk)

GDPR:

To ensure IASS privacy policy is adhered to, IASS destroy client files and information held on service users that is 12 months old, once per month in line with GDPR to ensure data protection isn't compromised.

It is important to note here as the "relaunched" service is still in its infancy the volume of service user enquiries has grown throughout Covid and we would expect this will continue as the service becomes more established and bedded in.





Bexley IASS Funding – 2020 / 2021:

Funding partner:	Amount:
NCB (Ref: IASP/TSK3/149)	£27,882.35
Bexley CCG	£30,000
Bexley Local Authority funding	£30,000

Current staffing:

Kathie Canavan	FT permanent	£xxxx + 10%	£xxxx
Katv Green	FT fixed term contract (ending 30.04.21)	£xxxx + 10%	£xxxx

Funding for other IAS Services Nationally.

Below you will find the link to the IASSN data report 2021 recently circulated from CDC. Please note page 21/22 which itemises the funding breakdown and staffing for each London service, particularly our statistical neighbour Havering which received £72K and has 3.2 FTE staffing.

What needs to be sustained 2021 / 22:

Recognising the financial constraints both within the LA and with NCB funding moving forward I have given 3 models to be considered, Gold, Silver and Bronze.

Bronze – Meeting the Minimum standards and remaining complaint

Silver – Meeting the Minimum standards plus additional innovative work to develop the current service

Gold – Meeting the Minimum standards plus Aspirational

BRONZE MODEL: Meeting the Minimum standards and remaining compliant

MINIMUM	OUTCOME	STRATEGY	F	RESOURCES	
STANDARDS	(to sustain over time)	(to meet outcome)			
	1.1 The IASS is jointly commissioned.1.2 The IASS is designed and commissioned with children, young people and parents.1.3 The IASS provides an all year-round	Service Evaluation: Quantitative evaluation of the Bexley IAS service via Survey Monkey. Qualitative questionnaires, termly by	CURRENT	STAFFING: 2	FTE
BRONZE MODEL:	flexible service 1.4 There is a dedicated and ring-fenced budget 1.5 The IASS is, and is seen by service	telephone of 30 random service users. Evidencing IASS as an arm's length, confidential, dedicated and easily identifiable service.	Kathie Canavan	FT permanent	£xxxx + 10%
Commissioning, governance and management arrangements	users to be, an arm's length, confidential, dedicated and easily identifiable service. 1.6 LA and IASS ensure that potential service users, Head teachers, FE principals,	Building awareness of service: with service users, local statutory and voluntary community sector partners. SEND	Katy Green	FT fixed term contract (30.04.21)	£xxxx + 10%
	SENCos, SEND Teams, children's and adult social care, health commissioners and providers are made aware of the IASS, its remit and who the service is for. 1.7 The Governance arrangements outline a clear management structure, encompassing a strategic manager within the IASS and a steering group or advisory body 1.8 The IASS has a development plan reviewed annually with the steering group/advisory body, which includes specific actions and improvement targets (Task Order)	Teams, social care, health commissioners are made aware of the IASS remit. Steering group terms of reference developed, membership identified to shape the service, improve on service offering to meet service user needs. IASS Development plan (Task Order) written and reviewed with Steering Group.	Expenditure £0 due to 0 Operationa 22:	PNAL BUDGE e 2020 /21 - c covid. al Requirement	urrently

	2.1 Each IASS has a manager based solely within the service, without additional LA/CCG or host body roles. They have responsibility for strategic planning, service management and delivery, and quality assurance.	Service Management: Bespoke and stand-alone data capture system both team members_manually input data and manage their own administration requirements whilst on services days. An additional requirement to capture, evaluate the data and produce of charts & tables for reporting purposes.	service user engagement sessions: £500 Clinical supervision - £1680 (Based on monthly clinical supervision for 2 FTE staff) Promotional material production - £0
BRONZE MODEL: Strategic functions	 2.2 The IASS engages with regional and national strategic planning and training and demonstrates effective working with other IASSs to inform service development. 2.3 The IASS works with local partners, including local parent and young people forums to inform and influence policy and practice in the local area 	Engagement with National / Regional strategic planning & training: The IASS Coordinator is a member of the IASSN regional group attending all information sessions quarterly. The IASS Officer is a member of the IASS YP forum attending monthly meetings to share best practice on YP engagement. Strengthening partnership working: Working with local partners such as PCF, BME groups, BVSC to improve engagement with all service user groups and inform LA partners on emerging themes.	WEBSITE updates / meeting accessibility regulation requirements - £500 LINK- BEXLEY IASS WEBSITE
BRONZE MODEL: Operational function	3.1 The IASS provides; Impartial information, advice and support (IAS) on the full range of education, health and social care as defined in the SEND Code of Practice to the following service users – a) children b) young people c) parents This support is offered in a range of ways which includes face to face, a telephone helpline, email, website and social media.	The IAS Service offer: Daily cover for Telephone helpline, 9am – 5pm and evening work as required, email support to service users, response to enquiries generated via the Bexley IASS website enquiry forms. Service to be covered 5 days per week and out of school term time.	
	3.2 The IASS provides branded information and promotional materials in a range of accessible formats.	Bexley IASS Policies, promotional materials and SEND information factsheets: Regularly reviewed and amended to reflect service users' needs.	

- 3.3 The IASS has a stand-alone service website that is accessible to all service users. The website includes; Contact details of the service Opening hours Response times Information on a range of SEND topics Signposting to other useful groups including parent groups and youth forums and national helplines Signposting to the Local Offer Key policies including a complaints procedure
- 3.4 The IASS provides advocacy support for individual children, young people, and parents that empowers them to express their views and wishes and helps them to understand and exercise their rights in matters including exclusion, complaints, SEND processes, and SEND appeals.
- 3.5 The IASS provides information, advice and support before, during and following a SEND Tribunal appeal in a range of different ways, dependent on the needs of the parent or young person. This will include representation during the hearing if the parent or young person is unable to do so.
- 3.6 The IASS offers training to local education, health and social care professionals, children, young people and parents to increase knowledge of SEND law, guidance, local policy, issues and participation.

For example: Covid specific information, easy read documents, information produced to meet emerging themes.

Website:

Bexley IASS is up and running and regularly updated by either Coordinator or Officer as both have admin access.

Additional work required as outlined in the Gov. Accessibility regulations (2020) which is a requirement for all public sector websites. Understanding accessibility requirements for public sector bodies - GOV.UK (www.gov.uk)

GDPR work in line with the Bexley IASS Privacy policy:

IASS destroy client files and information held on service users once per month in line with IASS privacy policy to ensure data protection isn't compromised.

IASS advice information & support: COVID

Bexley IASS has moved to a blended offer of both telephone, email and virtual support in March 2020 to meet with the changing needs of our service users in Covid.

The offer included Virtual 121 sessions with parents and C & YP, out of hours' telephone appointments to fit in with family's needs and production of IASS information videos for parents, carers and partner services.

This blended approach is working across all enquiries at all service intervention levels.

		This work continues and will do so whilst Covid persists. IASS Training offer: Bexley IASS have developed an IASS Parents / YP transition Training package which is complimentary to the training programme offered by the PCF. This is being delivered on a monthly basis virtually. This includes workshops specifically for families (with NO EHCP) at transition stage Y6 to Yr7, Post 16 & Post 18.	
BRONZE MODEL: Professional development and training for staff	 4.1 All advice and support providing staff successfully complete all online IPSEA legal training Volunteers who provide advice and support should complete IPSEAs Level 1 online training within 12 months. 4.2 The service routinely requests feedback from service users and others, and uses this to further develop the work and practices of the service. 4.3 All IASS staff and volunteers have ongoing supervision and continuous professional development. 	Staff Training / development: This is ongoing and as provided by CDC, IPSEA. Co ord is Level 3 IPSEA and Officer is finishing Level 3 currently. IASS staff receive regular casework review with the manager, allowing them to discuss progress of cases assigned to them. Service Evaluation: Completed regularity with service users, both quantitative & qualitatively. Evidencing IASS as an arm's length, confidential, dedicated and easily identifiable service. IASS volunteer champions: Bexley IASS have identified a group of parents / carers to work with IASS voluntarily on championing the service throughout the borough. This is a new group and still in developmental stages.	

SILVER MODEL: Meeting the Minimum standards plus additional innovative work to develop the current service

MINIMUM STANDARDS	OUTCOME	STRATEGY		RESOURCES	
SILVER MODEL:	 1.1 The IASS is jointly commissioned. 1.2 The IASS is designed and commissioned with children, young people and parents. 1.3 The IASS provides an all year-round flexible service 1.4 There is a dedicated and ring-fenced budget 	BRONZE LEVEL SERVICE PLUS: Cross Borough commissioning: Develop cross borough relationships with London region IAS Services and South	officer to	I resource of a further develo	pp service
Commissioning, governance and management arrangements	1.5 The IASS is, and is seen by service users to be, an arm's length, confidential, dedicated and easily identifiable service	London CCG to explore cross borough commissioning through Health and social care. To explore opportunities for shared workers across IAS Services.	Kathie Canavan	FT permanent	£xxxx + 10% £xxxx
	1.6 LA and IASS ensure that potential service users, Head teachers, FE principals, SENCos, SEND Teams, children's and adult		Katy Green	FT fixed term contract (30.04.21)	£xxxx + 10%
	social care, health commissioners and providers are made aware of the IASS, its remit and who the service is for.		a.n.other	0.5 FT fixed term contract	fxxxx + 10%
	1.7 The Governance arrangements outline a clear management structure, encompassing a strategic manager within the IASS and a steering group or advisory body				£xxxx £xxxx
	1.8 The IASS has a development plan reviewed annually with the steering group/advisory body, which includes specific actions and improvement targets.			2020 /21 - cui d.	rrently £0

SILVER MODEL: Strategic function	 2.1 Each IASS has a manager based solely within the service, without additional LA/CCG or host body roles. They have responsibility for strategic planning, service management and delivery, and quality assurance. 2.2 The IASS engages with regional and national strategic planning and training and demonstrates effective working with other IASSs to inform service development. 2.3 The IASS works with local partners, including local parent and young people forums to inform and influence policy and practice in the local area 		Operational Requirement 2021/ 22: LIBRARY ROOMS for IASS / service user engagement sessions £500 Clinical supervision - £2,500 (Based on monthly clinical supervision for 2.5 FTE staff) Promotional material production - £0 WEBSITE updates / meeting accessibility regulation requirements - £500 LINK - BEXLEY IASS WEBSITE
SILVER MODEL: Operational function	3.1 The IASS provides; Impartial information, advice and support (IAS) on the full range of education, health and social care as defined in the SEND Code of Practice to the following service users – a) children b) young people c) parents This support is offered in a range of ways which includes face to face, a telephone helpline, email, website and social media. 3.2 The IASS provides branded information and promotional materials in a range of accessible formats. 3.3 The IASS has a stand-alone service website that is accessible to all service users. The website includes; • Contact details of the service • Opening hours • Response times • Information on a range of SEND topics • Signposting to other useful groups including parent groups and youth forums and national helplines • Signposting	The IAS service offer: The PTE IASS officer to develop & oversee IASS social media offer to YP providing a full and accessible range of ways for YP to connect with Bexley IASS. IASS Training offer: IASS to expand on current offer and deliver specifically to local education, health and social care professionals to increase knowledge of SEND law, guidance, local policy, issues and participation. Additionally, PTE officer offering IASS advice sessions regularly in secondary school / FE colleagues to reach a broader group of YP with SEN and advise on matters such as their voice being heard at EHCP annual review, their rights, etc.	

SILVER MODEL: Professional development and training for staff	to the Local Offer • Key policies including a complaints procedure 3.4 The IASS provides advocacy support for individual children, young people, and parents that empowers them to express their views and wishes and helps them to understand and exercise their rights in matters including exclusion, complaints, SEND processes, and SEND appeals. 3.5 The IASS provides information, advice and support before, during and following a SEND Tribunal appeal in a range of different ways, dependent on the needs of the parent or young person. This will include representation during the hearing if the parent or young person is unable to do so. 3.6 The IASS offers training to local education, health and social care professionals, children, young people and parents to increase knowledge of SEND law, guidance, local policy, issues and participation. 4.1 All advice and support providing staff successfully complete all online IPSEA legal training Volunteers who provide advice and support should complete IPSEAs Level 1 online training within 12 months.	Service user engagement work: The PTE Officer to develop: An IASS YP focus group / YP champions. Expanding IASS reach into SEND YP community directly with peer to peer groups. To also develop IASS virtual drop ins for SEND YP to access IASS information and support. To additionally build on the 121 virtual Post 16 and Post 18 offer for SEND YP. IASS Website: IASS PTE officer to develop YP specific pages in website and YP specific promotional materials.	
	professional development.		

GOLD MODEL: Meeting the Minimum standards plus additional work to develop an aspirational service model

MINIMUM STANDARDS	OUTCOME	STRATEGY		RESOURCE	S
	1.1 The IASS is jointly commissioned.1.2 The IASS is designed and commissioned with children, young people and parents.1.3 The IASS provides an all year-round	SILVER LEVEL SERVICE PLUS: Building awareness of service:		3 FTE	
GOLD MODEL: Commissioning,	flexible service 1.4 There is a dedicated and ring-fenced budget 1.5 The IASS is, and is seen by service users to be, an arm's length, confidential, dedicated	Begin a programme of IASS information roadshows to schools, colleges, Post 16 providers: Face to face or virtually at school		urther develop opment of a si teers	
governance and management	and easily identifiable service	events, open evenings, PfA events, SENCO forums, Head Forums	STAFFING	REQUIREMEN	T: 3 FTE
arrangements	 1.6 LA and IASS ensure that potential service users, Head teachers, FE principals, SENCos, SEND Teams, children's and adult social care, health commissioners and providers are made aware of the IASS, its remit and who the service is for. 1.7 The Governance arrangements outline a clear management structure, encompassing a strategic manager within the IASS and a steering group or advisory body 1.8 The IASS has a development plan reviewed annually with the steering group/advisory body, which includes specific actions and improvement targets. 		Kathie Canavan Katy Green	FT permanent FT fixed term contract (30.04.21) 1 FT fixed term contract	£xxxx + 10% £xxxx £xxxx + 10% £xxxx + 10% £xxxx £xxxx + 10% £xxxx + 10%
GOLD MODEL: Strategic function	2.1 Each IASS has a manager based solely within the service, without additional LA/CCG or host body roles.	Strengthening partnership working within the LA to build collaborative working relationships with social care, increasing awareness of the IASS offer. Promoting proactively working			

GOLD MODEL: Operational function	They have responsibility for strategic planning, service management and delivery, and quality assurance. 2.2 The IASS engages with regional and national strategic planning and training and demonstrates effective working with other IASSs to inform service development. 2.3 The IASS works with local partners, including local parent and young people forums to inform and influence policy and practice in the local area 3.1 The IASS provides; Impartial information, advice and support (IAS) on the full range of education, health and social care as defined in the SEND Code of Practice to the following service users – a) children b) young people c) parents This support is offered in a range of ways which includes face to face, a telephone helpline, email, website and social media.	together to evidencing the preventative value of the IAS Service in early intervention work with the LA social care teams to prevent the escalation of need in the family at a later stage. IASS Volunteers: IASS to identify, train and develop a team of service volunteers to work with IASS on specific areas of work.	OPERATIONAL BUDGET Expenditure 2021 /22 - currently £0 due to Covid. Operational Requirement 2021/ 22: LIBRARY ROOMS for IASS / service user engagement session £500 Clinical supervision - £2,500 (Based on monthly clinical supervision for 3 FTE staff) Promotional material production - £0 WEBSITE updates / meeting accessibility regulation requirements - £500 LINK - BEXLEY IASS WEBSITE *Additional work at Gold level could be funded through external partnerships
	3.2 The IASS provides branded information and promotional materials in a range of accessible formats. 3.3 The IASS has a stand-alone service website that is accessible to all service users. The website includes; • Contact details of the service • Opening hours • Response times • Information on a range of SEND topics • Signposting to other useful groups including parent groups and youth forums and national helplines • Signposting to the Local Offer • Key policies including a complaints procedure 3.4 The IASS provides advocacy support for individual children, young people, and parents	Covid specific IASS work: The specifics of which to be determined by Covid recovery planning at the LA, in schools and for the community.	

	that empowers them to express their views	
	and wishes and helps them to understand and	
	exercise their rights in matters including	
	1	
	exclusion, complaints, SEND processes, and	
	SEND appeals.	
	2. F. The IACC provides information, advice and	
	3.5 The IASS provides information, advice and	
	support before, during and following a SEND Tribunal appeal in a range of different ways,	
	dependent on the needs of the parent or	
	young person. This will include representation	
	during the hearing if the parent or young	
	person is unable to do so.	
	3.6 The IASS offers training to local education,	
	health and social care professionals, children,	
	young people and parents to increase	
	knowledge of SEND law, guidance, local	
	policy, issues and participation.	
	policy, issues and participation.	
	4.1 All advice and support providing staff	
GOLD MODEL:	successfully complete all online IPSEA legal	
Professional	training Volunteers who provide advice and	
development and	support should complete IPSEAs Level 1	
training for staff	online training within 12 months.	
	4.2 The service routinely requests feedback	
	from service users and others, and uses this	
	to further develop the work and practices of	
	the service.	
	4.3 All IASS staff and volunteers have	
	ongoing supervision and continuous	
	professional development.	

Digital:

The situation with COVID-19 has been ever changing and has had an impact on all services supporting families with children and young people with Special Educational Needs and/or Disabilities (SEND). The IASS service had to quickly adapt to new ways of working to enable us to reach service users and meet any changing whilst working differently with our partners.

Historically Bexley IASS has offered outreach via face to face meetings with parents, carers, SEND children and young people at local Libraries. Due to Covid we suspended all face to face outreach and quickly moved to a more virtual offering.

We worked closely with the Parent Carer Forum (PCF) LA professionals and the voluntary sector to provide a virtual offer to our service users, to additionally offer evening bookable calls and to continue with the 9am – 5pm service cover 5 days per week and the additional enquiry service via the updated Bexley IASS website.

We have therefore seamlessly switched to a blended approach of old ways of working and a new remote working environment to meet our service user's needs, whilst keeping informed of changing Government legislation and guidance on COVID-19.

Moving forward into 2021 / 22 the Bexley IAS Service can continue to offer this approach with our service users who wish to engage virtually.

For those service users who prefer to have a face to face engagement we can add in a face to face element to our service model (BRONZE) supporting meetings in and with schools, delivering a hybrid model when supporting families.

LINK: BEXLEY IASS WEBSITE

Space:

Previous to Covid, the Bexley IAS Service had the option to use hot desk facilities at the LA central offices, the Civic Centre.

Whilst I do not envisage the service needing a hot desk for 5 days per week, moving forward we will need to have access to hot desk facility for 2.5 days per week and access to room bookings to see service users, conduct team meetings and for supervision at the Civic Offices to ensure confidentiality.

The majority of school meetings we attend are currently being conducted virtually so again, I envisage a blended approach as we move out of Covid as it is a much more cost effective way of working for the service.

Task Order 2021 / 22:

Once a decision is made on funding I will be able to develop a Bexley IASS 2021 / 22 Task Order itemising scope and deliverables on the 5 main areas:

Service contribution

Supporting strategic functions

Supporting core functions

Enhancing skills / professional development

Supporting innovation

Contact details

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