

Hull SENDIASS

Sustainability plan 2021

IASP

Context and requirement for IAS sustainability, including sustainability plan

Hull SENDIASS is an outsourced, statutory service commissioned as part of the Hull Local Authority area. The service has seen the funding fixed for 3 years with a one year extension without increase. The additional funding from CDC provided increased capacity for Independent Support which covered the initial impact of the 2014 reforms up to 2018 when IASP was introduced with its attached funding that has incrementally reduced. During the four year period increasing costs and reducing additional funding have led to a reduction in capacity to maintain viability. However, there is wide recognition that the scope of the service is ever increasing- most significant since the 2014 reforms, and continues to do so in the ever-changing climate of the education sector.

IASP funding has been gratefully received. The funding allowed us as a service to ensure compliance with our Minimum Standards, maintain appropriate staffing levels, allow for training and development, and moreover, improve our service offer as a whole.

The service has worked towards compliance against outcomes however with the financial constrictions from the core funding we need to look at ways to sustain compliance to maintain service delivery to meet needs and expectations.

What have we done with existing funding and what it has enabled us to do?

Under IASP funding, we were able to focus resources on the following areas:

- Service contribution - ensuring we were adequately staffed, with the recruitment of an additional member of the team, to allow for backfilling time for other staff to undertake service remodelling and development, and to work with young people more specifically. We sought to extend our reach through developing our website and social media. Working proactively to identify training opportunities and deliver drop-in sessions on social media.
- Supporting strategic functions - to have a compliant and purpose built, database, to ensure compliance with GDPR law, enable more effective communication, allow for timely and accurate data reporting and monitoring, and to ensure all staff were trained and confident in using the system. The system provides an action-based facility supporting our ability to move to a tiered approach to support. The role of the roles within the team and structure have been refined and a SENDIASS Strategic Coordinator was developed enabling the service to foster a link with the CCG to raise awareness of SENDIASS.
- Supporting core functions - adequate staffing has ensured we have maintained a holistic service. This has been tested rigorously in times of COVID, where we have shown that despite significant service disruption, we have been able to assure service continuity without any break, or hindrance on the families, young people and professionals using us.
- Professional development - we have been able to assess for, secure, and attend training to enhance the team's knowledgebase and skill set, and enrich the offer we have to give families. We now have staff who are training in communication by sign (BSL), and all staff have had further safeguarding training. It has also meant the

whole staff team have been able to complete their online IPSEA training, with many Practitioners waiting to undertake the 'face-to-face' training next month.

How we will try to ensure continuity, and our action plan

The outcomes above remain our priorities for the service. The impact of the funding in allowing these outcomes to be delivered, has meant that families accessing us, have genuinely had the best possible service we can deliver. We have response times of within 24 hours, though this does not include weekends. It has also seen a great improvement in staff morale and emotional health - staff do not feel over worked, or stressed about work related matters. The catalyst for change was achieved through developing duty to manage enquiries more effectively. Developing tiers of support has led to a more empowering way of working with people. Leaving casework for the more complex of cases working towards outcomes so they were not just held indefinitely.

We are not unrealistic, in that we do not believe we can carry on with this level of delivery without funding, and/or contribution. We know that to build on the success we have already established, we will need further investment. This is not to say that it will all be a monetary matter however.

We have taken action to drive down further our overhead costs. Although these have always been much more cost effective than many other similar services, we have still managed to streamline some expenses, and reinvest saved finances back into the service.

Because of COVID, all staff have been working at home for the vast majority of the time. This means that incidentally, we have savings from our monthly staff mileage expenses pot. This has allowed us to save a small, but meaningful amount, to cover any further training we identify as needing, or any staff backfill costs associated with attending events that we are required to attend, or compulsory training sessions, to enable us to carry out our roles effectively.

As the majority of our interaction with families have been virtual, we have been developing the ways in which we work. These differences have enabled us to utilise the tools we have and work smarter, offering more families more support, as the need for travel has been reduced.

KIDS carried out a pulse survey targeting young disabled people and parent carers of disabled children at the beginning of June 2020. KIDS SENDIASS used this, along with quarterly monitoring and collecting information from social media to help shape our actions and responses to support children, young people and families both as a provider and to feed into the Hull SEND Partnership meetings.

Area of focus	Developed in funding period – what have you developed under the IASP funding	Sustained activity – what are you continuing and what actions are required.	...resources to be used/ how will these be acquired (free/ existing/ fundraised/ business cases to be developed)	Value, impact
<p>Standalone SENDIASS website https://www.kids.org.uk/sendiaass</p>	<p>A site that can be accessed separately from the host organisations main page. A landing page then individual area specific page.</p>	<p>To continue to review and develop resources. To develop the young person offer on the site. To create a specific community resources section to support.</p>	<p>Will work with our local fundraising team to help develop video content-through organisations who already have this skill to those willing to help fund this.</p>	<p>Empowers individuals. Empowers community groups. Provides up to date information for other agencies. A bank of strong resources. accessibility</p>
<p>Negotiate with key CCG commissioners, develop service level agreement</p>	<p>Meeting with the LA to discuss the importance and need to be jointly commissioned and funded to meet the minimum standards with an agreed SLA in place.</p>	<p>Re-establish communication with the LA and CCG to arrange meetings to discuss an SLA. Sharing responsibility will allow the service to maintain its service outcomes, offering advice and guidance for children, families, young people and professionals. It would also allow for additional drop in provisions that meet the needs of the people the service works with.</p>	<p>A meeting has been planned with the LA and new managers within KIDS Hull and the SENDIASS provision. A continuation of SENDIASS contract has been agreed as a dispensation with an additional year funded in level with previous years. It is recognised that to maintain the present level of service an increase in the value of the contract, to have the capacity to deliver a quality service that exceeds the minimum standards is required moving forward.</p>	<p>Families benefit from the service provision been joint funded as this supports joint accountability and responsibility as within the Minimum Standards.</p>
<p>To improve reach through social media along with a proactive level of support to offer a range of training independently co-produced and delivered with parents and young people.</p>	<p>Social media launched and hosted a range of online videos, chats along with sharing regular local and national updates. Training needs identified in relationship with</p>	<p>Continue to develop proactive support reaching out to more people. Continue to review and develop resources Work with YPEG and Parent/Carer forum for feedback</p>	<p>Social media site will be maintained. Two resources have been developed with training delivered to parents and professionals. To build capacity to develop this area newer staff have</p>	<p>Reaching out wider by sharing information through social media or a training offer, empowering individuals and professionals, increasing knowledge around various training packages.</p>

<p>Packages for professionals, parents and young people relating to SENDIASS remit and aspects of SEND legislation (EHCP process, person centred planning)</p> <p>Facebook page https://www.facebook.com/HullSendiass/</p> <p>Sendiass live https://www.facebook.com/HullSendiass/videos/574758413247326/</p>	<p>stakeholders, parents and young people. Training developed, timetabled, delivered and reviewed.</p>	<p>To continue to work with stakeholders to develop resources</p>	<p>been working on the lower tier of support managing enquiries by telephone to support them resources have been purchased to increase the confidence, skills and knowledge of the SENDIASS Practitioners.</p> <p>A main source of training is the ACE Step-by-Step training, which two of our practitioners have undertaken. The provision of the manuals was to support less experienced staff working in isolation - standardise and assure quality of information. They also received manuals, of which parts have been uploaded to the shared drive.</p> <p>We will also seek to utilise voluntary funding to develop and fund exclusions and inclusion training. Feedback will be sought from YPEG and PCF to improve training.</p>	<p>Increases the knowledge of the team, giving them the ability to provide holistic answers to service user.</p>
<p>Strategic working with the LA</p>	<p>Increased attendance as key meetings to ensure the service is able to make a strategic contribution to the LA policy and practice that is supportive and Parents/ Carers/</p>	<p>Looking for opportunities for the team to engage with other teams so that support is provided at the right time by a professional and that other professionals know what the</p>	<p>Technology provided by the IT department to allow attendance at virtual meetings</p> <p>Business case for funding review by the LA and CCG</p>	<p>Policy changes at local level that are supportive of families.</p> <p>Access to key decision makers when needed either for strategic direction</p>

	<p>Children and Young people.</p> <p>Established a regular (termly) Advisory group with a range of members who include LA staff and elected members.</p> <p>Restructure of the team and development of a Strategic SENDIASS Coordinator - Specific post recruitment with parents, LA and CCG led to successful appointment</p>	<p>service can and cannot do.</p> <p>Continued attendance at meetings that allow influence of strategic direction (Partnership boards, Steering Groups, etc.)</p>	<p>Work alongside YPEG to support involvement of YP in steering group work</p> <p>Work alongside Education Psychologists to discuss complex cases and support roles.</p>	<p>or individual casework.</p> <p>Local SENDIASS is better known by the community and continues to receive a steady number of enquiries.</p>
<p>Fully operational telephone advice line 5 days a week 9am – 5pm to support children, young people, parents and professionals</p>	<p>A duty phone line has been developed that has the facility to be reached 24 hours a day.</p> <p>During working hours, practitioners will respond to enquiries and action cases. They will either provide immediate advice or move into case work with the client</p> <p>Staff will use knowledge gained from IPSEA and ACE Step-by-Step training to advise those who make contact.</p>	<p>Feedback forms are sent to clients and the data collected is used to look at ways to improve the service provided.</p> <p>All phone calls will be moving onto the Teams based system, while still presented to service users via a local call number, making answering calls and messages simpler and more effective.</p> <p>ACE Step-by-Step training will be taken by more practitioners, ensuring all staff have the same level of knowledge.</p>	<p>Technology – Provided by the IT department</p> <p>Use of Microsoft Teams to answer phone calls</p> <p>An action-based duty log for enquiries is currently being trialled, where multiple staff can edit at once and add comments to different duties. Staff can also comment on whether this progressed to case work. The data then flows to our information management system.</p> <p>ACE Step-by-Step training resources will be shared among the team using the shared folders.</p>	<p>Families, young people, and professionals will feel confident in the service the SENDIASS team provide, knowing that the team will respond quickly and effectively, using up to date knowledge.</p>

The impact on our families and other stakeholders

IAS prides itself on the consistent feedback we get from families and other stakeholders about the effectiveness of what we do. The full figures are published in our annual report and are shared with commissioners and the Steering Group.

Our qualitative feedback is always extremely positive, with the most common statements families make being around:

- Our knowledge about the matter;
- The friendliness and approachableness of staff;
- How we respond even at weekends and in the evenings;
- That they feel like they understand things better themselves;
- That things are now better or improving for them.

Final note

The Strategic SENDIASS Coordinator has prepared for the imminent ending to funding and sustainability internally with the team, within KIDS with other SENDIASS Coordinators, meeting externally with SENDIASS Regional meetings. It has been raised with commissioners and will be shared with the steering group. Delivery as planned can continue as anticipated until the end of March, however without the funding the additional capacity will not be funded. There will need for further consultation with finance and HR and the reviewing of the IASP funded post with a potential impact reducing capacity. The SENDIASS Strategic Coordinator will be liaising with the Regional Manager and Management accountant around the final invoicing.

Despite the challenge, all staff at IAS are committed to ensuring that the service continues to be a service with excellent standards and quality support. Through working smart, and taking advantage of the new ways of working we have been forced to develop as part of our prolonged remote working throughout the pandemic, we are able to be more effective with our finances, and reduce some other costs. We hope that this, coupled with the actions outlined in this plan, will enable us to continue on the trajectory that we have enjoyed progressing, under IASP contracting.

The legacy of IASP is seen in our website, social media, training packages ready to deliver and training received to support staff. The development of the SENDIASS Strategic Coordinator role has been safeguarded within the budget to support the further development of this specific role to ensure strategic compliance, data reporting and a key function to build strategic links. Our reach has been tested through the pandemic, leading to the establishment of social media.

We look forward to continuing to support those whose situations we personally understand so well, with passion, and dedication.

Risk Register

Area	Risk	Hazard	Level of risk	Probability	Control measure
Service contribution	Impact on capacity and retaining staff & experience	<p>Staff may struggle to work from home This could lead to staff seeking alternative employment</p> <p>Uncertainty about funding and the contract moving forward could de stabilise staff.</p> <p>Reduction in funding following the end of IASP could result in reduction in capacity</p> <p>The above hazards could further impact on morale</p>	Medium	Low	<p>Managers to keep in regular contact with staff through a comprehensive approach to well-being i.e., using Teams. Wellbeing checks will regularly be undertaken</p> <p>Seeking to work with commissioners to look at future planning for the service</p> <p>Keep staff informed and linking to HR and finance</p>
Supporting strategic functions	Compliance with standards and meeting legislative requirements	The changes to capacity or not moving forward with contract discussions alongside the requirements around joint commissioning might lead to none compliance to minimum standards and legislative requirements	Low	Low	<p>All staff training to be up to date. No change to the service capacity, despite staff working from home.</p> <p>Seeking to work with commissioners to look at future planning for the service</p> <p>Keep staff informed and linking to HR and finance</p>
Supporting core functions	Loss of capacity, continuity and stability of service Contractual changes	Risk of duties and caseloads becoming unmanageable. Cases not being handled in specific timeframes	Medium	Low	Caseloads to be monitored. Regular contact and assessment with practitioners to ensure cases are being managed effectively

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Professional development	Advice and information not meeting acceptable standards	Risk of service reputation from advice not meeting need Impact on parents/carers/young people	Medium	Low	Staff to regularly attend team meetings for local and national updates. Staff to attend training around SENDIASS work and engage with Regional and National IASSN.
COVID	Impact on the service delivery workers through sickness, change in personal circumstances, impact of restrictions leading to home working or changes in workplace to ensure covid-safe.	Staff complying with restrictions working virtually might feel isolated face burn out. Staff may be off for a period of time due to illness, bereavement, personal circumstances. Loss to service and ability to manage capacity, caseload	Medium	Medium	Under National Restrictions Staff are following covid-safe work practice currently working from home to avoid infection. Covid-safe practices are in place staff have a range of supports and systems available. Data is managed via web-based systems, all access is via multi factor authentication Headsets and lockable bags provided.