



Barnsley SENDIASS Sustainability Plan January 2021

Strategic Overview

The sustainability plan is for the financial year 2021 – 2022 and will describe how the Barnsley SENDIAS service, and the work funded under the IASP Programme, will be sustained in the long term within Barnsley Metropolitan Borough Council (BMBC). The plan provides funders with a description of what can be sustained post-funding and longer-term to grow upon what has been achieved due to the IASP funding. The aim being, to ensure Barnsley LA and the funder are reassured that funding has been well spent so far and will have a lasting impact in our local area.

The IASP grant has enabled the Barnsley SENDIAS service to develop innovative practice to enhance its core functions, funded by the Local Authority. This includes:

- Strategy development
- Business case development
- Practice enhancement for reporting and recording of the IAS standards for intervention levels 1 - 4
- Peer mentoring
 - Virtual IASS
 - Engagement for wider participation in service delivery and design to co-produce the IAS offer locally
 - Community Interaction and cohesion for IAS Service development in the local area
 - Young People involvement

Grant funding provided additional staffing capacity into SENDIASS. This included a 0.5 case officer to backfill the SENDIASS Manager, to reduce commitments to case work and increase capacity to strategy development. A further 1 FTE term-time only administrative support to support case work at intervention levels 1 and 2 and to provide 0.3 top-up funding to the then 0.7 FTE SENDIASS manager to enable strategic development work to take place. Through business case planning, the LA match-funded grant funding alongside the grant implementation timeframe.

At the start of the funding program (April 2018) core funding provided:

- 1 0.7 service manager
- 1 full time case officer
- 1 0.5 assistant case officer

Currently (2021) core funding provides:

- 1 FTE Service Manager
- 2 FTE Case Officers
- 1 0.5 Assistant Case Officer



In addition to this, with the support of the grant and the Local Authority, there is a temporary increase of additional capacity to support transition from the grant funding to provide:

- 1x 0.5 Case Officer for 12 months - to continue to provide back-fill for the Service Manager.

From March 2020, COVID-19 brought about unanticipated challenge and opportunity for innovative practice development alongside the established key performance indicators to satisfy funding requirements.

Challenges

- Family Engagement for those not digitally connected
- Higher demand for IAS stretching capacity regarding wider and complex issues, including virtual learning, 'Section 1' advice and support, and advocating for in-person attendance at settings for pupils.
- Difficulty in developing the website refresh in-house due to increased demand on the IT team's work due to COVID-19.

Opportunities

- Virtual IASS development, further expansion of service's IAS offer provided digitally; via social media, mobile telephony, email and virtual meetings. This includes support around EHCP processes and support at SEN Support stage.
- Steering Group development, including formalising processes on involvement by key stakeholder; parents/carers, young-people (including the SYPS group) and professionals.
- Family Engagement, including holistic support where families have seen greater anxiety and uncertainty regarding education provision.

Barnsley SENDIASS is widely known and highly regarded in the local area by all partners - The LA, health services, education settings, tribunal services, mediation service and most of all, the service users (evidence is in the service's annual report, which captures service user view of IASS in the local area).

An effective SENDIAS service ensures that its identity is understood, respected and valued by the LA as the provider and the service users as the recipients. This is embedded well in our local area. IASP funding has provided opportunity to develop a stronger partnership platform within the LA, with key partners and to become strategically attached.



Exit planning has been a process undertaken with key partners over a short phase of time. This has enabled reflection, joint decision making and forward planning.

Key Partners (Steering Group, Head of Service, Commissioning Partner, Finance Partner, LA Senior leadership) - Identified Priorities

- SLA that ensures governance and compliance to standards for an IASS
- Maintain the high standard of service offer
- Maintain service user confidence in the service
- Further develop an effective strategy development group
- Develop the young person group SYPS
- Develop peer mentoring
- Further develop the virtual IAS
- Establish joint commissioning arrangements with the CCG
- Sustain strategic development

What will be Sustained

Outcomes – develop virtual IAS, strategy development and peer supporting

Strategies – staff to take active involvement in the roles required to achieve outcomes, a clear service development plan in place to set this out, supervisions to ensure plan is implemented

Resources – maintain current core funding for staffing and carry forward some temporary funding to support a small amount of additional capacity to support transition from end of grant to core funding alone.

Resources Required

- Core budget for staffing costs to be maintained
- £10,000 - training and development budget for volunteers
- £17,000 0.5 case officer for 12 months to backfill for SENDIASS manager

Training

Legal training for staff and volunteers other training around coaching, mentoring, dispute resolution or other identified needs from supervision with staff and volunteers.

Technology Infrastructure

SENDIASS is well sourced with technology and have access to technological support. Where required volunteers will be supported with technology and or any other requirements where there is an identified learning need such as specific learning difficulties.



Space

BMBC provide venues across the borough where rooms can be booked at no cost, these are suitable for meetings and training sessions.

Creating a Case for Sustainability

The service needs to continue to work towards providing more to meet growing demand for IAS with less financial resourcing. The virtual IS will enable far reach and a means for service users to access specific information and advice without need of case worker in first instance.

To support volunteer development further funding will be required, therefore sourcing funding and applying for funding will be required.

The service prides itself on meeting the standards set out in the quality standards framework for case work interventions, it provides a high-quality service, its identity as a good service is currently secure. The service mission is to maintain the confidence service users have in the service and the high levels of positive engagement with the service.

Developing volunteers and undertaking strategy development will ensure SENDIASS is connected to both the LA, partners across other sectors and service users.

Financing Strategies

The CRM will enable the service to create robust data and report this strategically. Should there be a need to maintain or increase financial resources business cases will be made to present to the LA for consideration.

Partnership between SENDIASS manager and commissioning partner will remain in place to refresh the SLA annually to look at resourcing of IASS. The findings from the annual report will feed into this process.

Joint commissioning arrangements with the CCG will be sought.

Identify Potential Partners

- Senior leaders for BMBC to review and support service development to ensure targets can be met within allocated resources
- Commissioning services
- Strategic Management Group

Operational Overview and Planning

Area of focus	Developed in funding period – what have you developed under the IASP funding	Sustained activity – what are your continuing and what actions are required.
<p>1) Developing Young People's access to IASS</p>	<p>Worked with small group of young people to scope out effective routes for reaching young people</p> <p>Created a SYPS (SEN-DIASS Young People Service) as a separate brand to SENDIAS Service</p> <p>Created a website area designated to young people based on what they told us they wanted and how they wanted it presenting</p> <p>Increased service user engagement for IAS in case work interactions</p> <p>Interacted with the SEND youth forum and undertaken a joint piece of work in the provision of information</p> <p>Arranged for drop in sessions to be held at the local post 16 college</p>	<p>Promote the website and social media links for young people to engage with</p> <p>Continue to link up with the SEND Youth Forum</p> <p>Develop the SYPS group so that young people inform strategy IASS developments</p> <p>Set up drop in information and advice sessions in post 16 education settings (post lock down and cover safe practice can be resumed)</p> <p>Spoken with ~ 4 Young People on their interest to be involved on consulting regarding the information on the sub-section of the website, the SYPS page. This is a future action to due to the eagerness to be involved.</p>



<p>2) Develop virtual IASS</p>	<p>Grown social media connectivity with families</p> <p>Developed a website</p> <p>Set up a virtual steering group</p> <p>Developed peer mentoring sessions</p> <p>Developed family engagement events</p> <p>Held a live learning event</p> <p>Held evening Facebook live IA surgeries</p> <p>Arranged IA support sessions in groups</p> <p>Coached service users to technologically engage</p> <p>Developed top tips information sheets</p>	<p>Continue to engage via social media</p> <p>Continue to develop the website with up to date information and advice</p> <p>Continue to hold virtual steering group meetings until its cover safe to hold meetings physically and then offer a mixture of virtual and physical alongside each other</p> <p>Continue to hold family engagement events</p> <p>Develop the steering group into a strategic management group – formalising a layered structure</p> <p>Continue to provide face book live IA sessions</p>
<p>3) Have an established CRM system in place</p>	<p>CRM is purchased and under construction</p> <p>Additional capacity purchased to input data into the data base</p> <p>Service staff become familiar with the system</p>	<p>Service staff to input data and keep the CRM up to date</p> <p>Service Information officer to collate data for quarterly reporting to the LA and annual report data story reporting</p> <p>Service manager to use the data to inform strategy development locally of patterns and trends arriving in SEND in the local area</p> <p>Established links with Business Intelligence on providing data and reporting. Both teams to work together following implementation review with system provider February 2021.</p>



<p>4) Develop Peer Mentors</p>	<p>Peer mentors are identified and conversation sessions offered</p> <p>Peer mentors are developed to form the steering of the IAS</p> <p>Peer mentors provide IAS where service users want an independent advocate</p>	<p>Further develop the peer mentor processes</p> <p>Offer IAS conversation sessions between peer mentors and service users</p> <p>Support peer mentors to undertake training to better inform the processes</p>
<p>5) Participate in strategic developments</p>	<p>Backfilled some of the SENDIASS Managers hours to enable attendance at strategy meetings held locally</p> <p>Developed a structure for a strategic management group</p> <p>Peer mentored other SENDIASS managers in two other LA areas</p> <p>Prepared and presented business cases to generate additional income from the LA for additional IAS case officer and top up manager hours from part time to full time</p> <p>Presented service annual report to DMT</p> <p>Worked closely with commissioning partner to develop annual SLA</p>	<p>SENDIASS Manager to develop the strategic management group and embed the new structure</p> <p>link the strategy management group to Head of Service and Executive Director for Children Services</p> <p>Present annual report to DMT</p> <p>Attend strategy meetings locally and inform these using the data collected through the CRM</p> <p>Work with commissioning partner to seek joint commissioning arrangements from the CCG</p> <p>Work with commissioning partner to review and refresh annual SLA between SENDIASS and the LA</p>



<p>6) Staff Development</p>	<p>Encouraged staff to participate in social media connectivity with service users - Facebook live sessions, small group IA support sessions, participate in family engagement sessions</p> <p>Assistant Case officer to achieve formal qualification through the LA leadership program and to progress to case officer</p> <p>SENDIASS officer to develop closer links with the SEND Youth Forum and initiate joint development projects with them</p> <p>Assistant Case Officer develop the website</p> <p>SENDIASS Staff to support peer mentoring processes and development</p>	<p>Continue to provide Facebook live IA sessions and IA Support and advice sessions with groups</p> <p>SENDIASS Officer to continue to develop closer links with the SEND youth forum and initiate joint development projects with them</p> <p>Assistant Case Officer to review and refresh website regular to keep it up to date and accurate</p> <p>SENDIASS staff to work across all areas of IAS case work interactions delivering levels 1 - 4 intervention levels to parents carers, children and young people</p>
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Exit Planning - Time Table 1

Timeframe	Action Taken	Outcome	Next Steps
November 2020	Meeting with IAS staff	Raised awareness of IASP grant funding and exit strategy planning to take place - set priorities for development in preparation for April 2020 - Website Development and CRM data input	Website to be live by end of January 2021 by Assistant Case Officer CRM data inputted completely by 31/3/21 - temporary business support Officer
	Meeting with Steering Group	Discussed sustainability and steering group development to support IASS 2021 - 2022	Structure of steering group to be re written by SENDIASS Manager
	Meeting with Finance Officer	Discussed projected spending and underspend to provide additional capacity for data input into CRM January 2021 - March 2021, discussed possible underspend to continue some support of SENDIASS Manager for strategy service development post 1/4/21	Identified funding to provide capacity to input data into CRM by business support officer 1/1/21 - 31/3/21 Identified 0.5 case officer funding to back fill SENDIASS Manager 12-month period
	Meeting with Human Resources Officer	Discussed creating temporary post of 0.5 case officer to back fill SENDIASS Manager	Produced a delegated report to create temporary post on IASS structure by HR Officer and SENDIASS Manager by 1/1/21
	Attended with Commissioning Partner the IASP workshop hosted by CDC with DfE	Discussed Exit strategy planning and partnership arrangements with key stakeholders as part of the process	Identified and arranged meetings with key partners to begin discussions about exit planning by SENDIASS Manager

Exit Planning - Time table 2

Timeframe	Action Taken	Outcome	Next Steps
January 2021	Process Delegated Report	Delegated report approved	Undertake internal recruitment for case officer - SENDIASS Manager
	Complete request to recruit process	Completed and post to be advertised internally	Recruit a temporary case officer to support SENDIASS Manager
	Meeting with Steering group	Proposed structure presented and amendments required. Roles discussed and proposals made	Amend structure to capture steering group requirements and implement in place ASAP - SENDIASS Manager
	Meeting with Commissioning Partner	Complete the exit plan	To produce a draft exit plan and send to Commissioning partner - SENDIASS Manager Commissioning Partner to critique plan and return to SENDIASS Manager Commissioning Partner and SENDIASS Manager to agree a final version of the exit plan
	Meeting with CDC link officer	Agree a plan of action to source CCG joint commissioning arrangements for IASS in the local area	Have further conversations with CCG representatives - Commissioning partner
January 2021	Meeting with Head of Service	Present the draft Exit plan to Senior Leadership	Attend and present the draft exit plan to senior leadership of the LA before submission to CDC for advice and critique - SENDIASS Manager and Head of Service – then re-scheduled to 3/2/21 – presented and well received – Executive Director reported that SENDIASS was a good



Timeframe	Action Taken	Outcome	Next Steps
			service and provide this on an infinite amount of funding. This report was read by all members and we were thanked for presenting it to the board.
	Submit Exit Plan	Plan submitted	Plan approved - CDC

Exit planning - Time Table 3

Time frame	Action Taken	Outcome	Next Steps
February 2021	Recruit to temporary post	Recruitment successful	Temporary officer identified
	Finalise the steering group structure	Structure agreed and a 12-month plan identified	Structure implemented; 12-month plan is set out
	CRM data review	CRM data is successfully being implemented and on track	CRM data to be completed by 31/3/21 - business support officer in partnership with Assistant Case Officer
	Launch Website	Website is publicised and available	Monitor website - Assistant Case Officer
	Remain on track to deliver IASP contract outcomes until 31 March 2021	Outcomes achieved	Review outcomes, identify what is not yet achieved and priorities any outstanding tasks by 31/3/21

Exit Planning - Time Table 4

Time Frame	Action Taken	Outcome	Next Steps
March 2021	Review CRM	CRM is in place and functional all staff using to input information	CRM is embedded in IASS practice



Time Frame	Action Taken	Outcome	Next Steps
	Review website	Website is being used to provide level 1 and 2 intervention levels for information and advice	Monitor the effectiveness of the website, keep under review and maintain it - Assistant Case Officer
	Review key tasks and complete the end of term IASP key task for the grant outcomes	Key tasks completed and report written 	Report submitted - SENDIASS Manager
March 2021	Raise final invoice	Meet outcomes for grant and secure final funding amounts	Raised by your finance department no later than 7 April 2021.

Development Planning

Going forward, the service development plan sets out the key tasks to meet the required standards for an IASS between April 2021 - March 2022.

The four areas for the effective function of an IASS are as follows:

- 1. Commissioning, governance and management arrangements (1.1 - 1.8)**
- 2. Strategic functions (2.1 - 2.3)**
- 3. Operational functions (3.1-3.6)**
- 4. Professional development and training for staff (4.1 - 4.3)**

Goals	SENDIASS Team member	Expected Outcome	Compliance with IASS Standards
Collect accurate data to produce data story for annual report	Assistant Case Officer	Data story written April 2021 to be inserted into annual report	1.2
Undertake service user feedback survey	Assistant Case Officer	Survey undertaken and data captured to be inserted into annual report and used to inform service development and design	1.2/1.5/4.2

Goals	SENDIASS Team member	Expected Outcome	Compliance with IASS Standards
Produce service annual report	SENDIASS Manager	Annual report written April 2021 and use this to inform annual service development planning	1.8/1.5/1.7
Produce development plan based on service user feedback, IASS standards and LA area needs	SENDIASS Manager in partnership with strategic management group	Development plan produced and implemented	1.8
Review and refresh the annual SLA and work to include CCG	SENDIASS Manager in partnership with Commissioning Partner	SLA is agreed and in place and incorporates the required standards for CCG joint commissioning arrangements	1.1/1.2//2.1
Present annual report to senior leadership of LA	SENDIASS Manager	Annual report presented May 2021 for governance arrangements	1.5/1.6/1.7/2.1
Manage case work across all 4 levels of intervention within resources and provide this flexibly and all year round	All staff	level 1 - 4 intervention levels offered and achieved	1.3/3.1/3.2/3.3/3.4/3.5
Reduce SENDIASS Manager commitments to case work to enable commitments required to lead, develop and QA service delivery	SENDIASS Officers	SENDIASS Manager has lowest case load by 50 percent commitment across the team	2.1
All staff to undertake legal training and other training to enable them to provide IASS effectively	SENDIASS Staff, new starters and volunteers	All staff are trained to deliver their remit effectively	4.1

Goals	SENDIASS Team member	Expected Outcome	Compliance with IASS Standards
Keep website under review	Assistant Case Officer	Website is providing a level of information and advice reducing demand for helpline	3.3
Develop SYPS	SENDIASS Officers	Young People are aware of SENDIASS and able to self-refer	1.2/3.1/3.4
	SENDIASS Manager	Young People become a layer in the strategic development of SENDIASS	
Continue to interact with SEND Youth Forum	SENDIASS Officers/Manager	Offer regular attendance at meetings and undertake joint initiative where required	3.1/2.3
Continue to Interact with SENDCO development arrangements	SENDIASS Officers/Manager	Productive joint working and information sharing	2.3
Continue to build on the developed virtual IAS service	All staff	All staff engage with delivery of IAS through virtual platforms to meet increased demand	1.2/3.1
Roll out the 12-month plan for SENDIASS steering and strategy development working collaboratively with volunteers	SENDIASS Manager Strategic Management Group	Calendar is published, meetings are arranged, and strategic development is running smoothly	1.7/4.3
Develop the peer mentor arrangements	SENDIASS Manager	Peer mentors are undertaking relevant training and coaching sessions to enable them to participate	2.3/3.6/4.1/4.3
Continue strategy work locally using data to inform processes	SENDIASS Manager	Attendance at strategy development meetings locally	2.1/2.2/2.3

Goals	SENDIASS Team member	Expected Outcome	Compliance with IASS Standards
<p>Continue to support and mentor the IASS's</p> <p>Connect regionally and n nationally with IASS peers and training workshop</p>	<p>SENDIASS Manager</p> <p>All staff</p>	<p>Sharing of practice</p> <p>Represent the service and the LA regionally and nationally</p>	<p>2.2</p> <p>2.2</p>
<p>Secure joint commissioning arrangements with CCG</p> <p>Work with external partners to achieve outcomes for children and young people and families (mediation company, tribunals, settings etc)</p>	<p>SENDIASS Manager in partnership with Commissioning Partner</p> <p>All staff</p>	<p>Joint commissioning achieved</p> <p>Joint working is embedded</p>	<p>1.1</p> <p>1.6/2.3</p>
<p>Work with local area partners towards achieving outcomes for children, young people and families</p> <p>LA and IASS ensure potential service users, Head Teachers, FE principles, SENCO's, SEND Teams, Social Care services (adults and children), health commissioners and providers are aware of IASS and its remit and who the service is for</p>	<p>All staff</p> <p>SENDIASS Manager in partnership with Head of Service and Commissioning Partner</p>	<p>Joint working is embedded</p> <p>There is clear awareness in the local area of what IASS is and who it is for.</p>	<p>2.3</p> <p>1.6</p>



Goals	SENDIASS Team member	Expected Outcome	Compliance with IASS Standards
<p>Continue to meet with finance partner to review budget and funding expenditure, identifying under-spend early to ensure it is used to meet IASS targets</p>	<p>SENDIASS manager in partnership with finance officer</p>	<p>Budget is ring fenced and used for IASS</p>	<p>1.4</p>



Impact of Change

Change will impact on service capacity and there will be a reduction in staff capacity to manage level 1 and 2 of the case work intervention levels received through telephone helpline, social media and email contacts.

Current staffing morale may be affected due to increased demand on them.

COVID-19 has had an impact on mental health of service users and this placed more demand for IAS and also on staff, it is anticipated this will continue post funding.

Mental health, motivation and attitudes of staff is discussed regular with Head of Service, referrals to Occupational Health have been made when required and a risk assessment is underway. Weekly wellbeing sessions for informal chat is in place at the start of the working week with all staff, and regular prompts to remind staff to work with the health and wellbeing resources on the intranet are regularly advised.

The risk assessment will form further discussion with staff and joint solution focused approaches will be taken to manage change.

Considering Parents and Young People

Priority was given to speaking to steering group prior to planning the exit from the IASP grant. This was used as a platform to identify needs of service users in future planning. Outcome achieved was that IAS to service users remains key priority and commitment to providing IAS as an impartial and high-quality service remain embedded. Solutions offered, to develop peer mentors through the steering group and strategic management group and support, train and mentor them to provide the level 1 and 2 of case work intervention levels.

Service Manager will address service users through conversation sessions individually if required and in groups where possible to share the challenges and opportunities and discuss the service development plan 2021 – 2022.

Identified Opportunities

COVID-19 provided a platform to fast track digital connectivity - Virtual connectivity has been successful and many families transitioned well to working with IAS through technology, this will continue to be methodology for IAS practice.

Strategic Management Group development will grow, and a new structure is in process of implementation with service users in lead positions.

Provision of IA through the website will be in place to enable service users to make initial contact through this route to divert away from helpline demand.

Joint commissioning to include the CCG is underway in terms of development into the SLA.



Identified Partners

Conversations have begun and will continue to take place with key partners to ascertain priorities and next steps are to encourage joint networking, practice sharing, and support from them.

Head of Service – Quality Assurance and Safeguarding

Service Users

SEND Youth Forum

Schools/settings

SEND Implementation Lead

SENCO Development Lead

Family Support Workers

Commissioning

Social care staff

DMO

Health Care staff

The EHC Team

Key partners will form a layer of membership in the Strategic Management Group and the SMG will monitor the delivery of the service development plan from April 2021. The Terms of Reference is explicit in its function to enable core membership of the SMG to link directly with Head of Service where there are concerns and issues arising from the impact of change April 2021 – March 2022.

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Terminology Explained

SEND IASS - Special Educational Needs Disability Information Advice Support Service

IA - Information Advice

IAS - Information Advice Support

IASS - Information Advice Support Service

LA - Local Authority

CRM - Computer Records Management

SMG - Strategic Management Group

SENDSCO - Special Educational Needs Disability Coordinator

DMO - Designated Medical Officer

EHCP - Education Health Care Plan

CCG - Clinical Commissioning Group

SYPS - SENDIASS Young People Group

IASP - Information Advice Support Program

CDC - Council for Disabled Children

DfE - Department for Education

SLA - Service Level Agreement

BMBC - Barnsley Metropolitan Borough Council

Resources

2020 - 2021 Service Annual Report

2018 - IASS Standards

2015 - SEND Code of Practice

Steering Group Minutes

Strategic Management Group Structure

SMG Terms of Reference

2020 - SLA

2020 - CDC - Advisory notes for developing a sustainability report