



Annual Report 2023-2024

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Please note reference to parents or carers in this report includes any person who is either a parent of the child and has parental responsibility, or who cares for them. Young person refers to an individual aged 16-25.

Foreword

I hope you will find this annual report on Barnsley SENDIASS interesting and helpful.

The service is an impartial and confidential Information, Advice and Support Service (IASS) and is a statutory function of Barnsley Council, as outlined in the Special Educational Needs and Disability Code of Practice 0 - 25 (2015), which states:

“Local Authorities must arrange for children with SEN or disabilities for whom they are responsible, and their parents, and young people with SEN or disabilities for whom they are responsible, to be provided with information and advice about matters relating to their SEN and disabilities, including matters relating to health and social care. This must include information, advice and support to take-up and the management of personal budgets. In addition, carrying out their duties under Part 3 of the Children and Families Act 2014, local authority must have regard to the importance of providing children and their parents and young people with the information and support necessary to participate in decisions.
“ SEND Code of Practice 2015 - 2.1

SENDIASS in Barnsley is an in-house funded IASS that is situated within Business Unit 3 - Children's Social Care and Safeguarding.

Barnsley Council can fulfil its statutory duty to provide information, advice and support via Barnsley SENDIASS, a separate and identifiable entity with the Local Authority:

Information, advice and support should be provided through a dedicated and easily identifiable service. Local authorities have established Parent Partnership Services to provide information, advice and support to parents in relation to SEN. In addition, many local authorities provide or commission information, advice and support services for young people. Local authorities should build on these existing services to provide the information, advice and support detailed in this chapter.

SEND Code of Practice 2015 - 2.4

And that:

Information, advice and support services should be impartial, confidential and accessible and should have the capacity to handle face-to-face, telephone and electronic enquiries.

SEND Code of Practice 2015 - 2.5



Quality Standards Framework for an IASS

The Quality Standards Framework sets out the national expectations of good practice in the provision of impartial Information, Advice, and Support Services (IASS) to increase parental confidence.

The service uses the standards to audit compliance as an IASS for the local area. These standards inform the service development plan and are used as a tool for rating the service performance in line with the commissioning arrangements for IASS locally.

SENDIASS in Barnsley was built on the parent partnership service that existed at the time and has been funded and provided 'in-house'. It had previously been successful in drawing down additional external funding to increase capacity between 2014 to 2022 to support service developments following the implementation of the Children and Families Act 2014 and SEND Code of Practice 2015. This was when the role and remit changed from IAS for SEN to parents or carers of children aged 2-16 to provision of IAS for SEND to children, young people and parents and carers of those aged 0-25.

In 2021, the SEND OfSTED CQC inspection identified SENDIASS as a highly effective service to families.

In the summer of 2022, the council carried out a service review and identified that additional resourcing was required into the service and that it should remain provided 'in-house'.



Service structure

SENDIASS is located within Adults and Childrens Commissioning.

SENDIASS staff work within the council hybrid working arrangements policy, operating from central offices in Westgate Plaza, various family hubs across the local area and travel around the borough to provide both face-to-face interactions and virtual dependent on needs of families and the service.

Following some recruitment and selection processes during 2023 the service has had all staff roles within service structure in place since June 2023. The service profile below shows the current structure of Barnsley SENDIASS:

Director for Adults and Childrens Commissioning
SENDIASS Service Manager (Full-time)
SENDIASS Case Advisor (Full-time)
SENDIASS Case Advisor (Full-time)
SENDIASS Assistant Case Advisor (Full-time)
SENDIASS Case Advisor (0.5)

Budget

The budget is centrally funded to provide 4.5 staffing and the associated costs for those staff. SENDIASS has support from a finance officer and has regular budget monitoring meetings. The service also receives support from other areas of the council, such as communications and IT, to support virtual and social media working and can also access local resources such as family hubs and libraries to facilitate IASS business in local area communities. There is a rigorous training schedule that ensures staff are kept up to date and current in line with local policy for information governance, safeguarding etc.

There was an underspend at the end of the financial year due to staff vacancies at the early part of 2023 and this allowed the service to build in additional case advisor capacity of 1 full day throughout the financial year and to also invest in publicity materials to create a more professional facing service in the local area.

The role of Barnsley SENDIASS to families

Barnsley SENDIASS is in place to make sure the council can fulfil its statutory duty:

“The local authority must ensure children, young people and parents are provided with information and advice on matters relating to SEN and disability.”

SEND Code of Practice 2015 - 2.17

To support the council to fulfil its statutory function, the service provides Information, Advice and Support (IAS) in line with the casework intervention levels. More detail about those can be found on the Council for Disabled Children's [website](#).

To summarise each intervention level is as follows:

Level	Information, advice or support	Practice standard
1	Information	Information and signposting via helpline, email, website downloads, presentations and training.
2	Information and tailored advice	Booked phone call or virtual meeting, exchange of emails. More complex or high-level information shared.
3	Support	Agreement completed, case worker allocated, liaison with other agencies, face-to-face meetings or home visits, support with forms, giving views, preparing appeals
4	Intensive support	Any or all the Level 3, plus representation for parent, child or young person at meetings, appeals (including exclusions) and CETR. Ongoing and intensive casework or advocacy that includes representation

Casework is reported on the CRM under one of the four levels and data collected reflects service level activity against these interventions.

Barnsley SENDIASS, alongside the council, deliver the service in line with the minimum standards for an IASS, which can be read on the Council for Disabled Children's [website](#).

The service review outcomes show a correlation to some of the requirements set out in the minimum standards. A full audit of both processes has been undertaken to support service development planning going forward. This audited document is reported to the SEND Partnership Board, the Strategic Management Group (SMG) and is used to complete the national audit of IASS for the Council for Disabled Children (CDC).

The audit is rag rated using the SEND Partnership Board process: red indicating at risk, yellow a priority area for development and green as on track. Should anyone wish to see the full document, please email SENDIASS@barnsley.gov.uk. It is also published on the website with the service development plan.

1.1/1.2 of the standards are identified areas for development, these being joint commissioning arrangements with the ICB and refresh of the service level agreement.

Working with children, young people, parents, and carer's

Barnsley Council expects SENDIASS to deliver a high-quality service to parents, carers, children, and young people. It is commissioned to meet the standards for an IASS and to make sure practice standards are in line with national guidance. This [short video](#) shows what an IASS can and should offer and is the model the Barnsley SENDIASS offer is based on.

The service has invested in its promotional and publicity materials to showcase the service offers and provide a professional looking service. The promotional videos can be viewed on our YouTube page:

<https://www.youtube.com/watch?v=Z5bcRqspN7Q>

<https://www.youtube.com/watch?v=WVZBO5zXqoA>

<https://www.youtube.com/watch?v=DK5NnUfjZNo>

<https://www.youtube.com/watch?v=DK5NnUfjZNo>

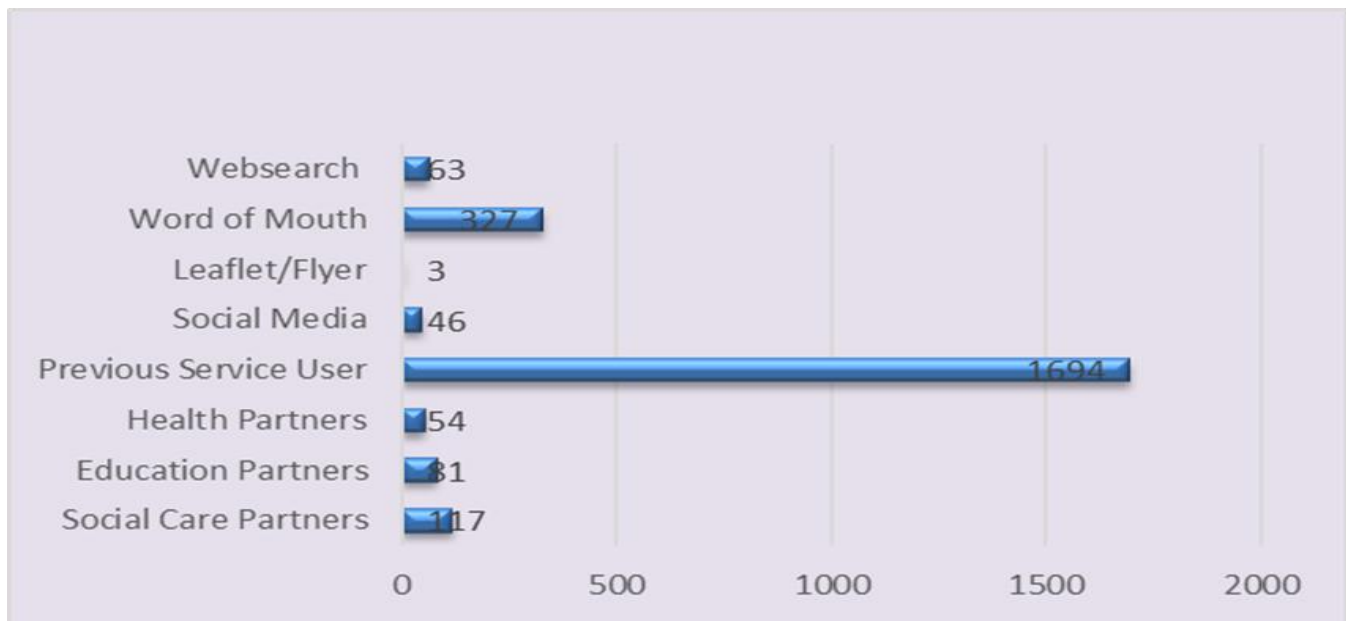
Referrals and requests for impartial information, advice, and support

Historically, data captured was of the number of children and young people supported throughout the reporting period. However, the CRM is now established and so the data is recorded by intervention levels. This means that a more accurate reflection of IAS practice per case is now captured.

We report quarterly data into the local area SEND Data Dashboard and it now holds the full financial year of our data capture. Highlighting the number of case work interventions and intervention subcategory, the primary area of SEND, referral sources, figures for appeal and staff case work by role within the service. This data is also reported strategically through the partnership arrangements and the service SMG.

In the last annual report, an area for development identified was service user dissatisfaction for the financial year 2022 – 2023. We have focused on this and improved satisfaction in the service again in line with previous reporting periods.

The CRM showed a total of 1130 interventions recorded between levels 1 to 4 of the casework intervention levels during 2022 – 2023, this has increased for this reporting period 2023 – 2024 to 2472. There has been an increase in referrals via partners than previously recorded. As illustrated in the chart below.



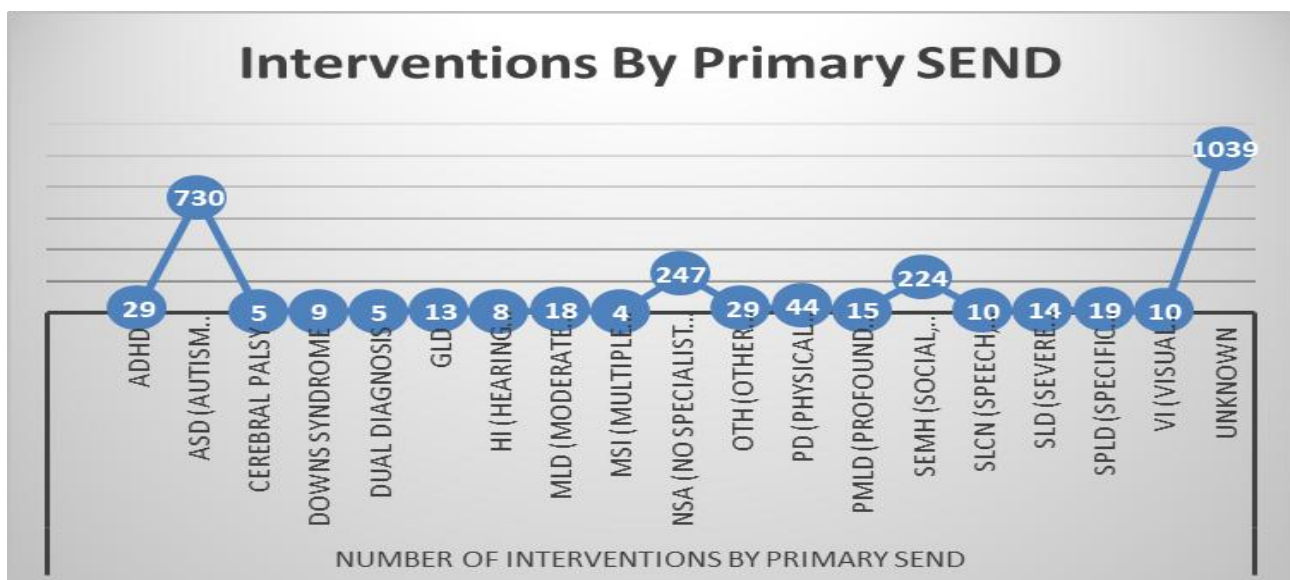
This graph shows that there has been an increase in partners signposting/referring families to SENDIASS from Health and Social Care sector:

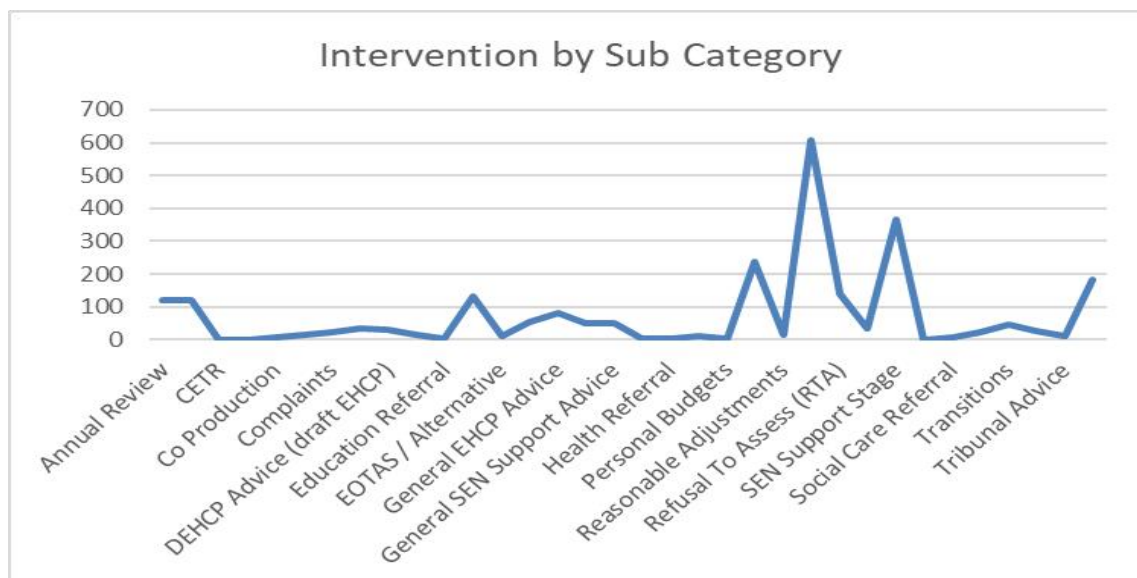
Health 38 ➡ 54

Social Care 66 ➡ 117

Overall, the service maintains the highest referral route, being via previous service users returning for further IASS.

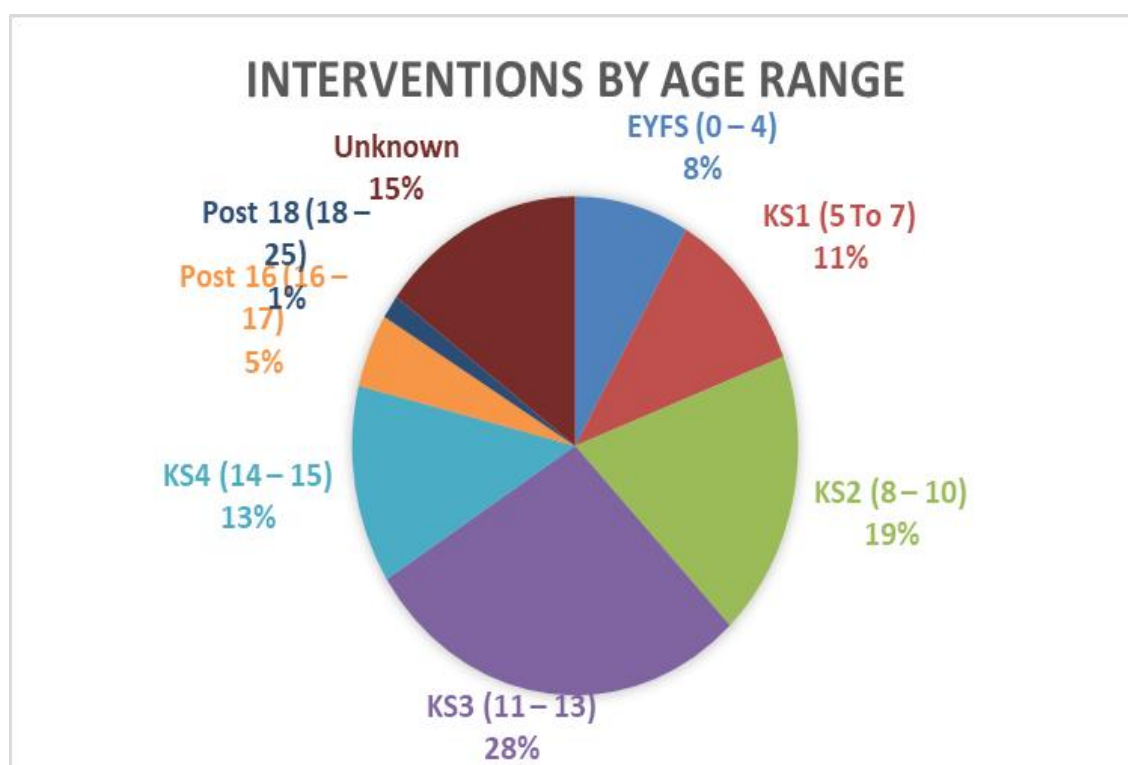
The graph below shows the highest referral route by primary SEND remains consistent with previous reporting around ASD/SEMH and those not assessed at this stage. Although all the figures show in this reporting period a rise in general for SEND across all the other areas of SEND too.

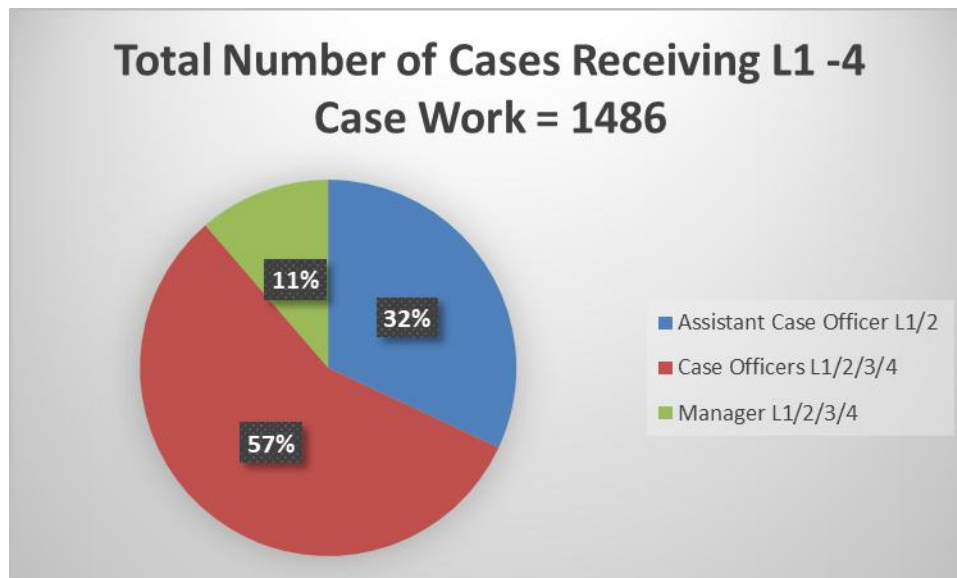




This graph above shows the interventions subcategories and where specific areas of SEND IAS have been requested and illustrates the peaks of more focused support has been needed for families.

The graph below shows that in line with last year's reporting KS 3 remains the area where the highest number of referrals has been, with KS 2 the second highest. There is also an increase in referrals for IAS at the Early Years phase.





The graph above shows the total number of cases supported through all 4 case work intervention levels and percentage of time per role within the service.

The Thematic Findings from Service Interaction

Thematic findings for families in the local area have identified:

Parents carers of SEND children are feeling the pressure of being a parent under more difficult circumstances and becoming more reliant on support from social care – the targeted early help service and short breaks. We have seen a rise in referrals for support to these families from these practitioners.

There is still a rise in requests for specialist placements over mainstream placements for children who have EHCP's. Some parents' confidence in mainstream education as appropriate for their child/young person is still an issue.

There has been an increase in requests for IASS from families of children in the early years and there seems to be more children who have early diagnosed complex autism. These parents are seeking specialist placements from entry to formal schooling.

Transition is a challenge for children and young people who have SEND between key transfer phases in their educations. Often SEND children are expected to follow more standardised processes alongside their non-SEND peers and so personalisation seems more of a challenge in communications between settings and parents.

School exclusion processes continue to increase, and this is impacting on the SEMH needs of SEND children and is impacting on parents' carers emotional wellbeing.

Increase in requests for IAS with deregistering children from school roll. This is often linked to exclusions and or attendance issues and is a last resort approach for parents. Fear of prosecution or permanent exclusion can be what leads parents to consider this route.

At point of contact to the service there is still an increase in requests for IAS with application for EHCP Needs Assessment. Conversations between parents and settings about SEN support processes seems a challenge for some parents to instigate or participate in as equal partners

within that process.

At point of contact to the service parents' carers and young people continue to request IAS for appeals.

Parents carers and young people contact SENDIASS after they have tried to communicate in first instance and had no response or a holding response with other SEND organisations/services/settings.

Demand for IASS has continued to grow. Closing cases timely continues to be a challenge due to waiting times in other areas of SEND (such as appeals).

School attendance continues to be a problem for children and young people who have SEND.

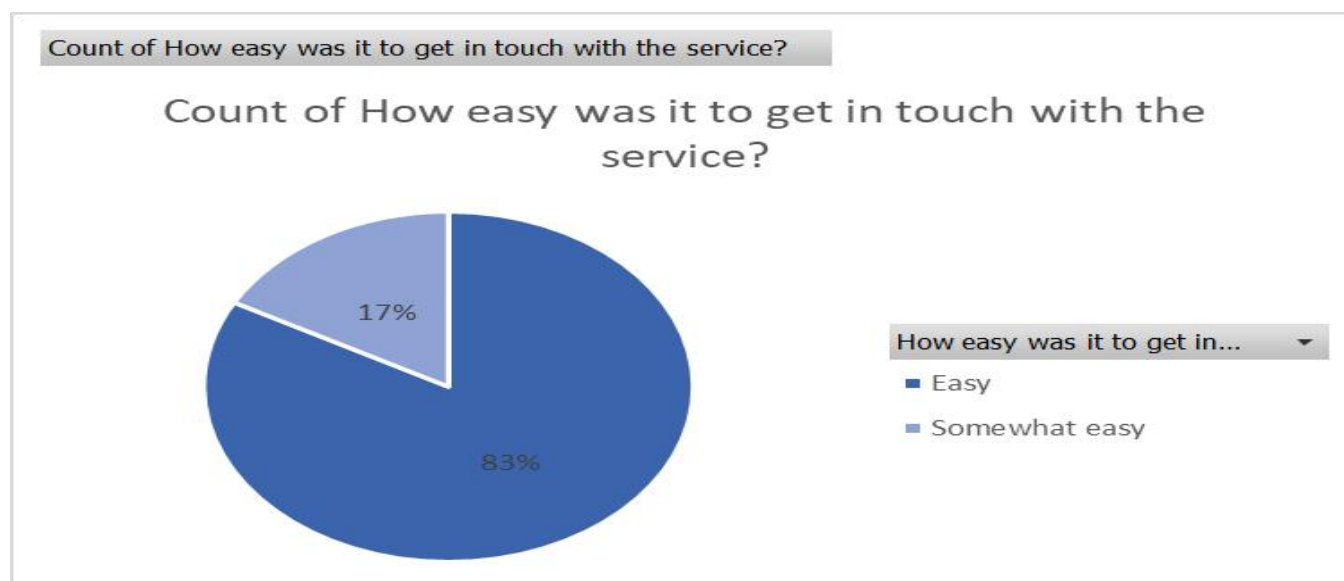
Waiting time for ASD/ADHD assessments and medication is still an issue although there seems to be an acceptance by parents to the timescale once the referral for assessment is accepted.

Parents report feelings of isolation or exclusion from conversations that take place about their child or young person rather than with them about their child or young person.

Parents continue to report an inability to access the online Hub and express this in meetings, they are missing out on knowing important information about their children or young people. Parents or young people that can access these platforms are more aware of information relating to their child or young person.

The Annual survey - what our families have said about the service

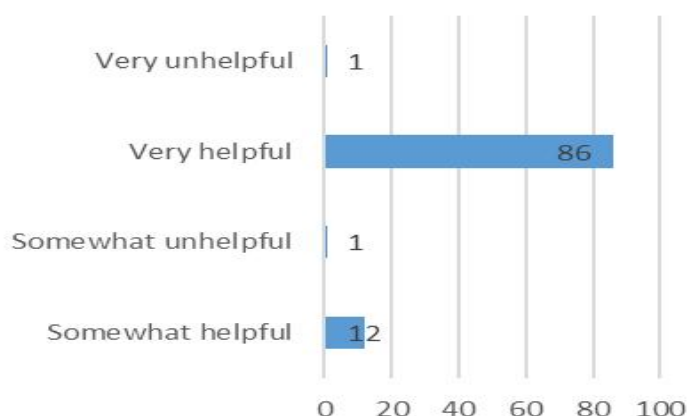
Each year the service undertakes an annual survey of service user feedback about the IAS they have received. This year we have seen the highest response rate to this survey with 99 families participating. The results are pleasing, and this is credit to the families who engage positively with the service and the team who work hard with high caseloads.



Count of How helpful was the IAS we gave you?

Count of How helpful was the IAS we gave you?

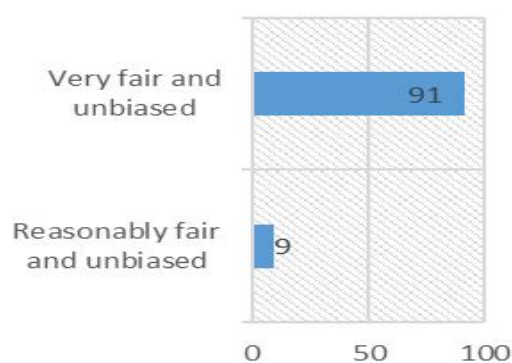
How helpful was the IAS we gave you? ▾



Count of How neutral, fair and unbiased do you think we are?

Count of How neutral, fair and unbiased do you think we are?

How neutral, fair and unbiased do you think we are? ▾



99 responses submitted

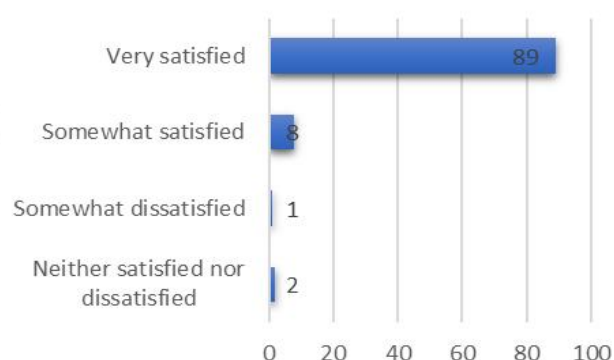
What difference do you think our IAS has made for you? (you can tick more than one option)



Count of Overall, how satisfied are you with you with the service we gave?

Count of Overall, how satisfied are you with you with the service we gave?

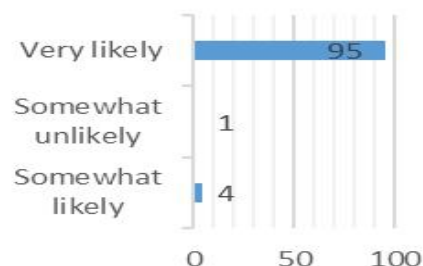
Overall, how satisfied are you with you with the service we gave? ▾



Count of ID

Count of ID by How likely is it you would recommend our service to others?

How likely is it you would recommend our service to others? ▾



Many positive comments have been received and it is pleasing to show case those, not only to illustrate the positive feedback about the service but also to acknowledge the level of commitment from our families to giving up their time to provide this feedback. It is right to recognise the support and commitment families show to the local area SENDIASS and it is their feedback both positive and negative that drives forward the service design, delivery and commitment to ensue families continue to receive an effective IAS offer in our local area. In response to the question asked in the survey asking,



Chloe has been fantastic throughout the time she helped us couldn't thank her enough.

Well, what can I say from day one of Chloe giving us 100% support to my family I can't thank her enough for all her hard work and effort, she has definitely gone above beyond expectation so very grateful keep up the hard work many more families in need ☺.

Keep up the good work, and plan on achieving more Staff, to handle the workload.

This is an amazing service. Without them I don't know how we would have got on every one of the staff are truly amazing.

Keep doing what you're doing you're a great service and I'm glad I was told about you.

More staff are needed to manage the demand.

Despite the good information and intentions chole, the school cannot meet, or some teachers don't understand the needs of SEN pupils... something I've just learnt to accept.

You all are amazing.

You're doing a great job Chloe I was a little taken back when I got you as I was used to having Sarah. You have really helped with all this exclusion stuff and really know your stuff. You're a real asset to SENDIASS. Look what we did with the independent panel never been done. Fingers crossed we get a result on the disability discrimination and change things for kids in our area. Thanks for all you and Sarah do for both me and T x

I can't think of anything else to suggest but I want to say Chloe and Sarah have both supported me massively. They have talked me down from irate feelings, comforted me during meetings that I have found difficult and constantly reassured me when I question myself. I will continue to recommend SENDIASS to others as the service is a beacon of light, during dark times for myself and many other families.

SENDIASS have helped me and my child greatly by giving me very informative advice and support. Extremely knowledgeable, caring and compassionate.

Chloe is very helpful on our journey.

More people need to know about your service. Advertising posters.

No.

You are a service I never knew existed and I am so glad a friend told me about you, and I really felt support and listened too.

Amazing service, great advice and information and really supported us with conversations with my daughter's school.

The support SENDIASS provides is invaluable. Pride has been supportive both in meetings and providing up to date information to support our child.

Everyone from admin being responsive, to the Facebook live sessions and the specific support in between helps and informs us parents. We can't thank you enough.

Thank you for the support you provide. Just having another person with the best interests

of your child at heart, rather than budget is priceless!

Pride is amazing can't thank her enough.

Keep in touch with people using the service and not to be left a long time.

SENDIASS are fantastic! The whole team are very kind, helpful and informative. We wouldn't have been able to get the support needed for our children without this imperative service. They always go above and beyond, and you can tell they enjoy what they do and are good at it. They are also very quick at getting back to you and are very organised. They really do not know how special they are 🌟 There's is literally nothing for me that I would change about this service its perfect as is 😊.

Sarah is absolutely amazing she has always given me support and still is giving me support she deserves every single ounce off credit she gets 💖.

Massive thank you to Sarah Wike who's gone above and beyond for us.

Not at all you do your job with much objectivity. You are thorough and may you continue with giving the same support you gave my son and our family. I was nearly losing hope but through your counsel and guidance you helped stay positive and confident throughout the whole process.

Offering more sessions in the chat.

Brilliant service.

I really found Charlotte very approachable and easy to speak to. She never judged when I was telling her our troubles and she helped and offered advice where necessary. Thank you.

Just thank you for your help.

Great service and very helpful and big thanks to Charlotte for her support and so grateful.

You are a great and lovely team! Very happy to have you! Keep up with the great work you are doing!

Amazing team, very helpful I would have been lost without SENDIASS especially Charlotte, she has helped me so much and pointed me in the right direction and chased things up for me to get things moving more quickly.

Absolutely amazing service 🙌 very helpful.

Sarah, our case officer was absolutely first class.

Very informed of policy and procedure and advice and guidance given is impartial and follows government guidance it's nice to have a team so knowledge in their field of expertise and has been a lifeline for information and guidance to enable us to follow requirements to try and unpick our circumstances whilst having a voice and an opportunity to be heard.

The Service I have received has been absolutely amazing you have all helped me so much

thank you for everything you have done and continue to do. xxx

Sarah has been a lifeline to give us hope when we were lost, thank you so much

You provide an excellent service and is well advertised, so I don't think there is anything else you could do.

More contact with the case officer would be great when help is required. Follow up calls or emails would be helpful too, as sometimes it feels like you're left to 'get on with it' after information has been given or not depending on what it is your needing help and advice on.

Charlotte Record is amazing, is such a caring and compassionate person, has supported guided and advised me through difficult times. I can honestly say I don't know what I would have done without her.

Sarah has gone above and beyond to ensure I fully understand my rights, the information, process and next steps for my mediation meeting. I am extremely grateful to have her help and support through this difficult process.

The lady who dealt with us was nice, but I felt that there wasn't any back-up generally in the meetings. It didn't help that she wasn't available in person, so she seemed to be forgotten about on zoom. It didn't make any difference really to my situation, which was disappointing.

Your service is the port in a storm. Always there when we need you in good times and bad. I don't know what we would do without you.

So glad we got Chloe, she is very professional with her work. I felt at ease with her as I suffer anxiety etc. She is very helpful, and she explained everything to me. She's a very well-spoken lovely lady. She always gets back in touch reasonably quickly. I'd recommend her to anyone I know seeking help with no hesitation.

It would be nice for everyone to be able to see who you are and how to contact yourselves more widely, as I first heard about yourselves through school. I didn't know anything about SENDIASS till then and I could have done knowing earlier, to support my son better through school.

I would be interested in some workshops about SEND.

Amazing service from admin through to support. Always very responsive and all true gems. Cannot thank Sarah enough for all her support and guidance, her knowledge sharing and support at meetings. We will be forever grateful

Outstanding service. Long may it continue and receive additional funding.

I would recommend this service to other families, what an amazing SENDIASS Service we have in Barnsley - Sarah Wike and her Team always provide outstanding support. They are very reliable and are on hand at short notice, fast response to emails, have a person-centered approach and provide outstanding advice for parents to navigate the SEND system. They are very knowledgeable of the legal process and can always signpost to the relevant information. You always go above and beyond and make things clearer and understandable and have given us the confidence to continue our SEND journey through

the years. As a family we cannot thank SENDIASS enough for their continued fantastic support.

I would just like to give my heartfelt thanks to Chloe Clayton for been amazing for all the help guidance and support though all my struggles. And worries and finally getting my boy the help he needs and most definitely deserves so thanks once again an amazing service.

Keep going guys! Barnsley would be lost without you!

Nothing.

I was contacted very quickly after submitting a request for SENDIASS help and all issues I was having were resolved within a month.

Thank you for helping send parents have a voice.

Chloe was amazing support for Reuben and me thank you so much.

More evening chats.

Very helpful don't be afraid to ask all different questions etc.

Looking back over several years, in hindsight, we wish we hadn't stressed out as much at the system. The love of a family for your child/young person is far more important and we are firm believers that with that love they will find their way whatever that is and just be happy being themselves. We allowed ourselves to be 'ruled' by a SEND system that is not fit for purpose. Having the support of SENDIASS always brought perspective and a calming influence when times were tough.

The help these beautiful ladies gave nothing too much and there always there when needed.

Don't be scared or too proud to ask for help, you fight every step of the way to help your child get the best help they can get in life and school.

Very helpful and welcoming. Have recommended it to other families that are having some issues and need help. 100% would use SENDIASS every time. Thank you.

Really impressed with the prompt response to our queries and the ample information that is readily available at the click of a button.

I had quick responses from the person dealing with us and helpful/friendly.

Service analysis and next steps

Parents, carers and young people have told us overall we are providing a good service to them, they want us to maintain that and provide further opportunities to connect and talk with one another. They particularly like the virtual IA offer and want more face-to-face contact when IAS needed for their situation.

In response to the feedback, we have been given we review our ethos and agree that our IAS pledge is that:



We will commit to face to face support so when you first connect with a case advisor they will ask you how best to support your partnership.



We will commit to checking out with you when we begin working together how best we develop that communication.



We will provide more workshop and opportunities to engage in other ways to give information and advice.

Information and publicity

SENDIASS has attended local information events, school parent meetings and promoted the service wider through:

- Social media – Facebook and Twitter and more recently a YouTube account
- Networking locally
- Barnsley Council's Local Offer
- A SENDIASS section on the Barnsley Council website
- National network on IASS website

Training

Through the National IASS Network, we are provided with training specifically tailored to the role of IASS. All staff have either completed all three levels of the legal training offered or on their way to finishing these now. New staff into the service are well on their way with this. All staff have successfully completed any mandatory training required to ensure compliance with Barnsley Council governance arrangements.

Networking and collaboration

The SENDIASS manager is a key strategic partner within the local area and attends the SEND Partnership Board and other boards as required. The SENDIASS manager completes highlight reports of the service progress and areas of challenge for oversight and scrutiny. The SENDIASS Manager prepares reports for the SMG, these meetings are recorded through formal minutes and the report and minutes published on the SENDIASS website.

The SENDIASS manager attends and reports to IASS regional meetings to represent the service and the local area.

Informing local policy and practice

SENDIASS informs and influences the development of local SEND practice by providing information to the local authority about the needs and wishes of parents, children, and young people. Data capture is used to inform local policy development. The SENDIASS manager meets with other service area managers to share best practices.

SENDIASS works closely alongside Targeted Early Help Practitioner and provides 1-1 support that is SEND specific IAS to support them in their case work interactions where families have SEND and they request it.

Monitoring of service

SENDIASS was reviewed during summer of 2022 by the council with the outcomes reviewed internally as part of commissioning arrangements for IASS in the local area. At the time of the review the service was struggling to maintain its previously high levels of positive feedback. This was largely due to the staffing movement of very experienced leadership and staff. In November 2022 the service began focusing on the required outcomes from the review and by March 2023 was meeting many of those requirements. By 2024 the review outcomes are embedded within practice.

The Strategic Management Group (SMG) for SENDIASS was reinstated in December 2022 with a refreshed Terms of Reference agreed. During 2023 a review took place and recruitment of service users undertaken. The new SMG was established at the end of 2023 with a two-year term arrangement. All parent carer, young people reps have been offered continued professional development as part of their role.

SENDIASS Barnsley participates in a national evaluation of IASSs. We have completed a national benchmarking survey which explores how services are performing against the minimum standards. The data is then collated by the National Network for IASS and reported to the Department for Education (DfE).

As a service, we operate an internal monitoring process as part of service development planning and this process involves:



The service focuses heavily on the internal monitoring throughout the year, so any barriers or successes are evaluated, and practice standards developed or amended. This enables us to

keep the primary goal of service activity focused on achieving positive outcomes for children and young people.

This year we have developed practice standards in the areas of:

- calendar management
- steps to take if technology is not working
- effective communications

NEXT Steps for performance management

SENDIASS Barnsley is a strategic and operational partner within the local area.

The service contributes to the SEND data dashboard and prepares and presents reports for the SEND partnership board. Within those board meetings the service will also participate in the critical analysis of the reporting of the other SEND partners also in attendance.

Next steps for the service are to continue to be effective partners, working closely within the quality assurance and governance arrangements as our partners within SEND. This includes:

1. Sharing information from our operational and strategic practices, mapping out how the service will support local policy and planning developments.
2. Attendance on the SENDIASS SMG board to ensure the service is reporting and reviewing its partnership arrangements in the local area.
3. Continue to provide data that illustrates the lived experiences of children, young people and outcomes achieved.
4. Annual collection of service user feedback to help inform and influence how IASS evolves to meet local need in the local area.

The above activities also ensure compliance with the Minimum Standards framework for SEND Information, Advice, Support Services: 1.2; 1.7 **Commissioning, governance and management arrangements** and 2.3 **Strategic functions**.

Barnsley SENDIASS

This year the service went through a transition within council restructuring and moved into a new directorship (Commissioning Adult and Childrens Services). The transition was smooth and seamless between previous line management to the current one. The service manager has enjoyed effective supervision and continued support under the new structure and line management, and this has assisted the effectiveness in delivering the service to families.

The service has grown in its identity as partners in the local area and in its strategic relationship with the council reporting regularly within senior leadership governance arrangements.

Service staff are proud of their achievements this reporting period and as employees of BMBC enjoying the numerous professional development opportunities open to them internally. Staff attendance and reliability to deliver the service overall is stable. Staff enjoy opportunities to reflect as practitioners, and as a team have continued to mature as IASS professionals, this year their reflection of the service and their role within it illustrates a growth in confidence, high motivation levels to get things right for families balanced against managing pressure throughout growth in referrals and how best to prioritise service activities:

Strength

Staff care – wellbeing due to increase in case work demand

Staff have matured

Service enthusiasm remains positive

Weaknesses

Staff can feel overwhelmed

Capacity to meet demand

Training vs case work

Opportunities

New team - growing together

Be creative for different ways of working

Rebrand and refresh

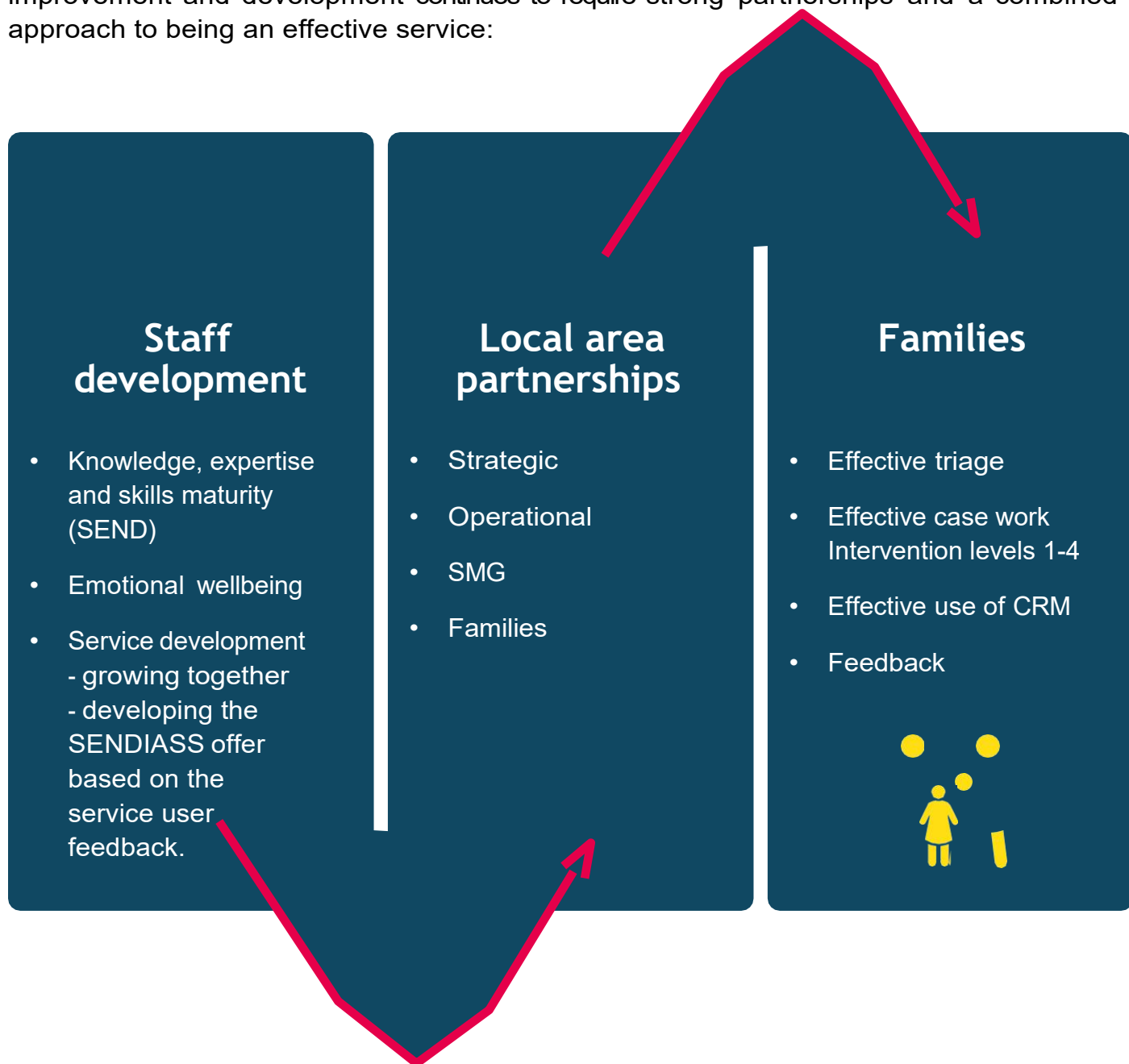
Threats

Higher case loads

Time to undertake other functions for an IAS

Staff morale

Key themes emerging as an evaluative summary of this annual report is that service improvement and development continues to require strong partnerships and a combined approach to being an effective service:





Contact us

If you require any further information about this report, please don't hesitate to contact the service manager:

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Alternatively, if you have any concerns in the reporting and wish to highlight these, please escalate these to a more senior officer:

Richard Lynch
Service Director Commissioning Adults and Childrens Services
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