Executive Summary

In September 2017 ISL undertook an internal restructure. The change led to 5 areas being reduced to 4 local teams. As a result of the change the existing structures across the remaining ISL teams were required to make structural changes.

Specialist Advice & Support (SENDSAS) implemented a change to its management structure to a matrix style management. Although the change has not directly impacted service users, the effect of the new management style is having considerable impact to staff wellbeing, duplication of work, low staff morale, confusion around accountability and most importantly diluting the aspect of a 'Specialist' service. Furthermore, the proposed changes as outlined as benefits[1] for SAS at the time of the restructure namely;

"One strategic 0-25 SEND Support Service with a unified vision, values, core team and processes", "will allow a review of job descriptions", "*rewarded with fairness and transparency"* and *"it will ensure that outcomes are at the heart of the service"* has not materialised.

The review has identified opportunities for SENDSAS to adopt more aligned and effective methods of operation and achieve greater efficiency in the delivery of services. 0-25 SEND Commissioning has recommended improvement projects to achieve these objectives as a priority.

The current structure and culture of leadership is a barrier to effective service delivery.

The review identifies that specific attention needs to be given to the overall structure, revised reporting line and change to the overall management structure to support the success of the recommended improvement initiatives. SENDSAS's management structure is too complex, siloed and has too many layers. This has impacted the agility and responsiveness of the service around decision-making.

One of the key report recommendations is a structure based by specialism area that will encourage a more focused management team.

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[1] ISL Restructure Consultation Document Phase 1-010317

Improvement projects are aligned to HCC's values & behaviours

Citizen focused
We deliver services that have positive outcomes for the community

Project 5 – Simplify the referrals process
Project 7 – Implement customer feedback mechanisms
Project 14 – Use of analytics

Every penny counts
We use our resources the most effective way possible

Project 10 – Implement structural changes
Project 15 – IES audit analysis, system compliance & accountability
Project 6 – Complex cases crisis support

Integrity
We respect and value the diversity of all individuals

Project 2 – Communicate vision & priorities
Project 9 – Culture change
Project 16 - Build stronger relationships with schools

Getting it right
We provide joined-up services so we are working as one organisation

Project 1 – Clarity & alignment
Project 3 – Leadership changes
Project 4 – Management development

Innovation
We embrace change through being creative and taking ownership

Project 8 – Performance focused culture
Project 11 – Progress & performance reporting
Project 12 – Activity management & benefits realisation

Table 1

		Improvement Projects	
Element	**Focus**	**Description**	**Benefit**
Purpose and strategy	**Project 1** Clarity and alignment	• Establish a clear vision and priorities for SENDSAS designed in collaboration with all of SENDSAS staff. Ensure the vision is aligned closely with ISL's vision.	Shared understanding of strategy and priorities
Purpose and strategy	**Project 2** Communicate vision and priorities	• Communicate the vision and priorities. The project should focus on the design and implementation of improved internal engagement mechanisms to improve staff focus and engagement with SENDSAS outcomes and priorities. • The project should include the external communication of priorities to the larger ISL group, schools, service users and partners	Shared understanding of strategy and priorities
Capability	**Project 3** Align new leadership	• Develop new leadership structure • Set standards and expectations for new ways of working. • Implement a change management plan to ensure collaboration across the workforce (ensuring a feedback mechanism is in place for staff feedback throughout the change process • Keep communication constant to ensure the service are kept abreast of changes. Develop a communication plan	A cohesive 0-25 SENDSAS service. Preferred values and behaviours modelled by SENDSAS leadership
Capability	**Project 4** Management development	• Support the establishment of a new structure and culture through the implementation of a management development program. The program will develop a framework, assess staff in management positions against this framework and plan and provide a program of development activities. It will ensure that all management in SENDSAS consistently model the required values and behaviours.	Preferred values and behaviours modelled by SENDSAS management
Service delivery	**Project 5** Referrals process	• Develop a working group to include 1 staff member from each specialism to design and deploy a simplified referral process.	Establishing a cloud-based clear and

Improvement Projects

Element	Focus	Description	Benefit
		Ensure alignment with ISL to eradicate any potential duplication • Assess the current referral process steps into each specialist area and develop a 'one stop shop' service eradicating multiple entry contact points for service users/health/schools/ISL etc. • Implement a cloud-based electronic referral portal for referrers to view the status of the referral and updates • Develop response service level timelines, expectations of the type of support to be offered and a service standard. Communicate the change to schools, partners and service users	simplified 'one stop shop' referrals process
Service delivery	**Project 6** Complex Cases Crisis Support	• Review the current complex case pilot to identify bottlenecks in the process, remediate potential issues working closely with partners who are in need of this service to identify impact and benefits obtained	
Service delivery	**Project 7** Customer feedback mechanism	• Develop and implement a technology based customer feedback tool to identify customer feedback following each interaction / case closed. This should include an assessment of the customer experience across the main contact points to identify needs and preferences and levels of service user satisfaction. The feedback tool should be designed to incorporate feedback from schools, partners and interdependent services (including ISL colleagues) • Implement a staff feedback tool for monitoring employee engagement and staff wellbeing	Increased level of quality and efficient service
Service delivery	**Project 16** Build Stronger relationships with	• Create a working group to include a mix of staff across specialisms and schools to identify gaps in service delivery, areas where SENDSAS can implement early intervention	Continuous improvement monitoring

Improvement Projects

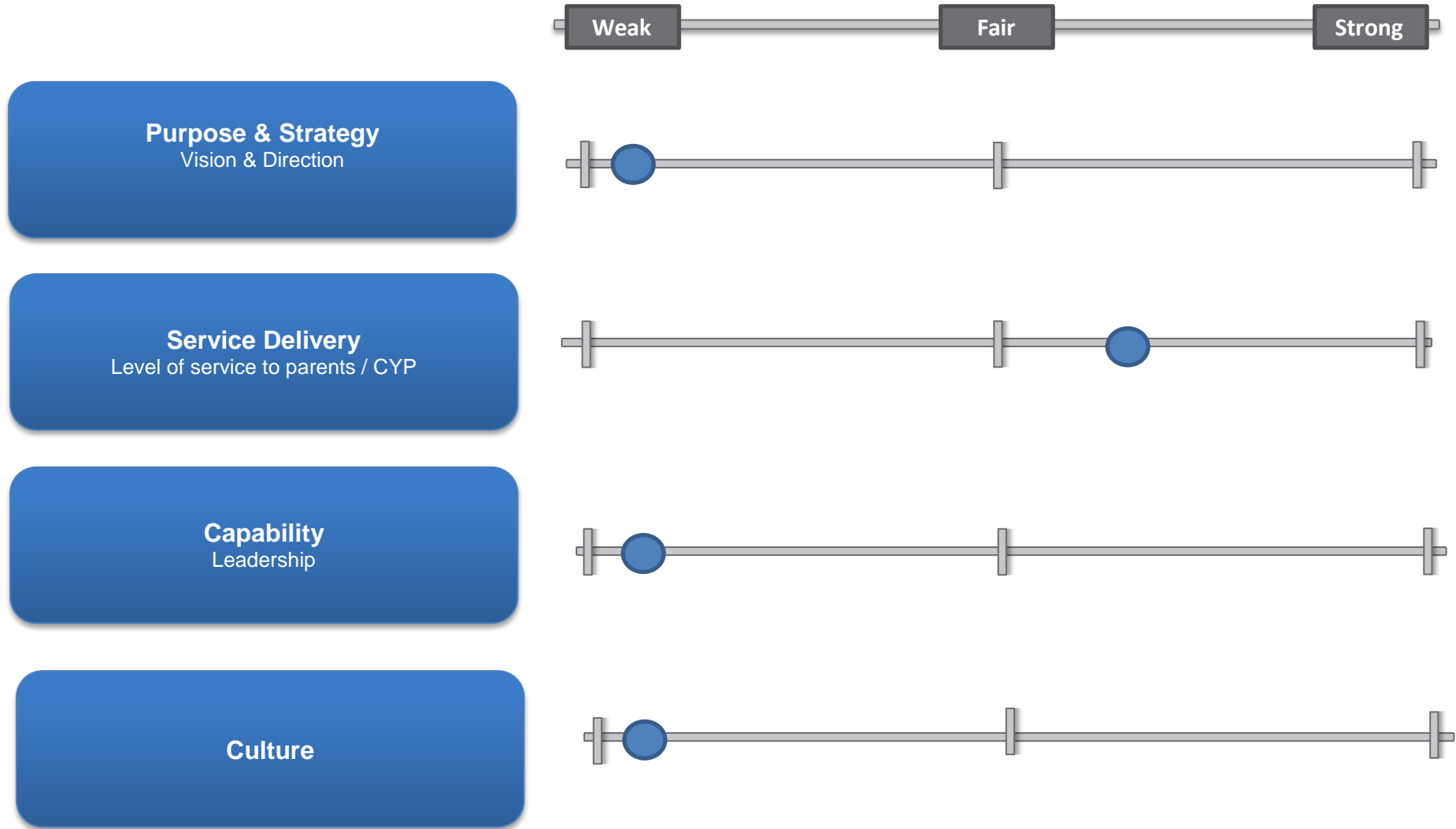| Element	Focus	Description	Benefit
	schools who use the service	plans/training and continuous improvements across the service. (Meeting frequency; once per term)	
Culture	**Project 8** Performance focused culture	• Instil the drivers of Children's Services 'Outcome Bees' focused culture across Leadership and Management who will in turn model these behaviours, practices to their teams and be held accountable for such. • Define and develop outcome measures using HCC CS Outcome Bees Framework. Ensure the outcomes are developed in collaboration with: 0-25 Leads, SENCO's, SAT's, EP, Behaviour & Attendance, and HPCI, HFL and multi-agency partners. • Implement an outcomes tracking software tool to include dashboards for reporting and high level overview to demonstrate how well the service is meeting the needs of CYP	Performance frameworks implemented and monitored by Leadership
Culture	**Project 9** Culture change	• This project will run in parallel with the Management Development program and focus on leadership and managers developing a more constructive culture that is focused on outcomes, encourages innovation and fosters higher levels of teamwork, transparency and openness within the service.	Constructive culture change as measured against KPI's.
Structure	**Project 10** Structural change	• Restructure the service by specialism, to create a more effective and responsive management structure that is "fit for purpose" and able to deliver SENDSAS priorities and strategies more effectively and efficiently	Expenditure reduction
Business Processes	**Project 11** Progress and performance reporting	• Develop, deploy and actively monitor a service scorecard that identifies and reports progress on and achievement of, agreed KPI's and progress indicators. Ensure joint-working across specialisms is recorded into KPI measurements to eradicate any potential for silo-working. • Ensure greater accountability across ISL areas to ensure joint-	Informed decision support with a 'One service – One Support ethos' is maintained

Element	Focus	Description	Benefit
		Improvement Projects	
		working.	
Business Processes	**Project 12** Activity management and benefits realisation	• The aim of this project is to provide a greater level of assurance to the Head of ISL, that actions are being taken by the service for the tracking of work activities, strategies and projects that have been initiated to the implementation of an approved plan	Monitor the progress of approved activities
Business Processes	**Project 13** Reports	• Through the development of a working group, implement a consistent approach to report writing. Base the approach on tier levels to determine length of report required. Communicate the changes to the service	Streamlined reports
Business Intelligence	**Project 14** Use of analytics	• Develop and implement tools and systems to increase SENDSAS understanding of population needs and future demands of the service.	Knowledge of population needs and aspirations, leading to better decision making and support of CYP
Technology	**Project 15** IES audit analysis, system compliance & accountability	• The new EYES system is not planned for roll-out until Sept 2020. In the interim conduct an audit analysis of all referrals recorded on the central spreadsheet to ensure cases are updated on IES with the correct information (with need identified). All cases open for longer than 2 years, specialism lead to provide confirmation of case closure or appropriate next steps and system updated to reflect change accurately. Hold Service managers accountable for SATS system compliance. • Review templates on IES and update where required	Clear and transparent data

The review also identified 9 general recommendations

Table 2

Focus	Recommendation
Recommendation 1 **Joined-up working across specialisms**	Identify and implement key performance indicators to be included into staff PMDS to create a full 360 loop of staff accountability for more collaborative and joined-up working across specialisms and areas.
Recommendation 2 **Budget Management**	Share budget management by specialism for greater for accountability
Recommendation 3 **Procurement process**	Review equipment and procurement process under proposed structure for accountability to sit with each specialism to ensure transparency of data of number of CYP supported from purchases
Recommendation 4 **Central equipment base**	Identify a central base for equipment storage to eradicate potential duplication. Conduct an audit of current equipment and keep a record centrally.
Recommendation 5 **Workstreams**	Provide an equal mix of staff across specialisms to attend workstreams / strategic working groups to create an inclusive culture where all staff views can be considered. Provide updates to all staff of workstream progression / priorities and deliverables.
Recommendation 6 **Hardware**	Conduct an audit of technology used by frontline staff and replace all faulty equipment based on priority of need (not rollout by locality)
Recommendation 7 **Training**	Develop a matrix of training needs, including CPD. Identify opportunities which will enhance staff daily practice and work
Recommendation 8 **Service away days**	Implement whole service development days (across areas) to bring people together to consult on best practice sharing , celebrate what is working well and what can be improved to create a cohesive 0-25 service
Recommendation 9 **Income generation**	Create working group(s) across specialisms to identify how revenue streams can be generated across schools and settings. Set targets per specialism and implement

The review identified challenges and limitations across SENDSAS