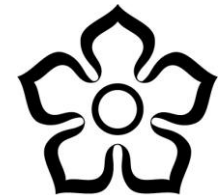


Special Educational Needs and Disability (SEND)

Joint Commissioning Strategy 2021 - 2024

For Leicester, Leicestershire and Rutland

Image to be inserted



Leicester
City Council

Introduction

Leicester City, Leicestershire County and Rutland Councils and Leicester City, West Leicestershire and East Leicestershire Clinical Commissioning Groups (CCG's) are working together to commission services for children and young people with Special Educational Needs and/or Disabilities (SEND).

Together, we commission a range of provision to meet need. We are working together because a lot of needs across the area are similar and related, and because a lot of our providers are the same. In addition, for some families, funding for care and support comes from several agencies. By collaborating we will improve our combined offer to children and young people, reduce gaps, provide better coordinated services and achieve value for money and sustainability.

This strategy explains how and why we will do this; spells out our aims and objectives; and sets out the action plan to take us there. We see commissioning as a framework to help us work together to better meet need and improve outcomes.

Although this is a joint commissioning strategy for the Leicester, Leicestershire and Rutland (LLR) area, this doesn't mean we will do everything together. Some services need to be specific to individual agencies. However, this strategy sets out those areas where joint working is intended and planned for because we believe it will add value to do these things together. In addition, our single agency action plans support us to achieve where actions are specific to one agency only.

Together, these plans set the roadmap for work until 2024 to ensure we achieve our common vision.

Strategic Context

This strategy forms the first Leicester, Leicestershire and Rutland Commissioning Strategy for Children and Young people with Special Educational Needs and/or Disabilities (SEND). It presents a collective vision and priorities to achieve this, with a focus on working together to bring about improvement.

Good commissioning and effective integration between services lie at the heart of our strategy. These aspects of our approach will increasingly be the focus of the inspections that we will undergo. The Code of Practice (COP) 2015 for SEND sets out the commissioning responsibilities across partners and the expectation that joint working and planning occurs, and we will continue to follow this Code in delivering the strategy set out here.

Each Local Authority has its own SEND strategy and local offer. Alongside this, the commissioning strategy sets out the framework and resources to make this happen. The different strategies and documents produced by each agency and their relationship to this Joint SEND Commissioning Strategy are listed here [<link>](#).

As the public sector continues to experience financial challenge, a key objective of this strategy is to ensure that we use effective commissioning to make sure our services work well for children and families, provide positive impacts and value for money and are sustainable.

By working together as agencies, we will be able to see the cumulative effect of the changes we put in place and this will allow us to assess the impact of our joint approach on the system and services that we all use (shared markets). This is a key approach to managing risk through change.

For children, young people, families and carers, having agencies work together will help them to navigate an often-complex system of support. By aligning and understanding each other's worlds, we can support families holistically and ensure that every child can reach their full potential.

What is commissioning?

Commissioning is a way of understanding need, planning a response to meet this need and reviewing the effectiveness of action taken. It is often viewed as a cycle (you keep going around to drive improvement). It is commonly described as having 4 stages which are described in more detail here <link>

Our vision, principles and values

Through our services we want to remove barriers to opportunity, to improve equality of access and to provide care and support to enable children to enjoy and achieve life to the maximum of their potential. We must do this through the best use of our available resources, spending wisely to achieve greatest impact. We recognise this is best achieved through supporting independence, choice and personalisation.

We will know that we have achieved this when children, young people and families tell us this is the case; when we see improvements in outcomes on a par with other, similar areas; and when we are confident that the mix and quality of provision meets the diverse needs of our children and young people.

Each local area within LLR has their own vision for children and young people with SEND, commissioning effectively is one of the tools to help achieve these visions.

Our collective vision for Leicester, Leicestershire and Rutland is:

‘we will work together across Leicester, Leicestershire and Rutland to improve the outcomes for children and young people with SEND’

Principles

We will make sure that the commissioning decisions we make are based on a sound evidence of what children, young people and families need and on our analysis of what works to best meet those needs, within our available resources. We will analyse the real impact of services before planning any change, and we are committed to changing services that do not provide the quality of support that we know people want.

To ensure that services are of the quality that we expect, we will monitor, and quality assure them while they are being delivered.

We will work with children, families and young people to evaluate services and to plan change using participative and co-productive methods.

Aims, objectives and priorities

Across the local area we have agreed a common aim, objectives and priorities to support achievement of our vision. These draw on other information contained in our strategy including what we know about local needs and outcomes.

Aim

Across the LLR area, we aim to use our funds in the best possible way to bring maximum impact to as many eligible children and families within the available resources.

Objectives

We will:

- commission wisely: we will look at quality as well as cost when commissioning, look at what is coming and plan for this in advance
- commission together: examine our priorities for commissioning, look at opportunities to align work or jointly commission, particularly where we're buying the same or similar provision. We will include

children, young people and families in commissioning and make sure they have a voice in our reviews of provision.

- target our commissioned activity: We will offer support or services to those who most need it or where there is greatest likelihood of it preventing an escalation of need.

Priorities

Our priorities are broadly formed around the commissioning cycle and will be addressed in partnership across Council's and the CCG's:

1. Build on our understanding of need and demand
2. Plan to meet needs within available resource, forecast for the future and prevent escalation
3. Quality assure our provision and contracts
4. Examine how we can provide greater flexibility and tailored packages of support
5. Align our services with those for adults, to prepare young people for adulthood
6. Develop our joint working and governance approaches
7. Jointly review our existing provision to ensure it meets needs and provides good quality support

Local information

There are around 22,000 children with SEND in the Leicester, Leicestershire and Rutland area with a wide range of needs.

For more information about children and SEND provision in the area, click here <link>

Current joint working

The agencies signed up to this strategy are already working together in a number of areas to bring about positive change through integration and collaboration. Details of current joint work can be found here <link>

Future direction

We know there is more we could do and more we could tackle jointly. Our priorities form the basis for our action planning and broadly follow the commissioning cycle. Many of the changes to provision contained in the 'doing' phase of commissioning will be driven by a deeper understanding of the issues faced and the success of service responses and from the reviews of specific areas of provision.

We have developed action plans for each priority, these are available here <link>.

Engagement and co-production in commissioning

We will involve children, young people, families and carers to plan and review services, taking a co-production approach where possible. More details can be found here <link>

Governance and accountability

This strategy is owned by the three Councils in Leicester, Leicestershire and Rutland and the Leicester City, West Leicestershire and East Leicestershire CCG's. More details about how it will be governed can be found here <link>

Glossary

CCG

The Clinical Commissioning Group – This public agency is part of the NHS, responsible for commissioning most of the hospital and community health provision.

Local Authority

Local Council for that area with legal responsibility for a range of service provision.

LLR

Leicester, Leicestershire and Rutland – the area covered by this strategy, formed from 3 different local authority footprints.

SEND

Special Educational Needs and/or Disabilities – a term used in many of the legal and policy papers referring to children with additional needs.

Domiciliary Support

Care and Support in your home, often referring to personal care e.g. washing, dressing, feeding etc.

Universal Services

Services that are offered to all children and young people, regardless of the level of need they have. A good example of this is school places – all children are entitled to access school within certain age brackets.

Targeted Services

Services that are targeted at children that may need additional support to access provision or who may need services specifically designed to meet their needs.

Specialist Services

Services for children with severe or complex needs, usually accessed following an assessment of that need.

Shared Markets

Where more than one agency uses the same provider(s) to deliver a service

Commissioning

A process of analysing, planning, doing and reviewing the support on offer to improve outcomes

Co-production

Working with those in receipt of services to design the provision they need

Local Offer

The services and support on offer to people in that area, including any criteria for access

Linked Pages – these will be pages on the website, the links in the text above will take you to them

What is commissioning?

Commissioning is a way of understanding need, planning a response to meet this need and reviewing the effectiveness of action taken. It is often viewed as a cycle (you keep going around to drive improvement). It is commonly described as having 4 stages:

Analyse

Understand the need, the numbers of people affected, the reasons for this, how we address this now (or identification of a gap if we don't), how we might do this better in the future.

Plan

What changes do we want to bring about, what are the steps to doing this, who needs to be involved, what are the likely impacts and timescales?

Do

The implementation stage; making the plans real. Sometimes this will involve buying new services or ending existing ones. At other times the approach might be to do things differently or to hold different conversations.

Review

This stage is where we look at how we do things or a change that we made and ask whether it is the best way to achieve the results we want. This could include an evaluation of a new service or a review of a whole area of provision.

Fig 1 The IPC Commissioning Framework



Commissioning is often shown as a cycle like this version from the Institute of Public Care (IPC).

By following this cyclical approach, agencies can gain a deeper understanding of the issues, plan for change that is most likely to have the desired impact, implement effective changes and monitor the impact on the person using a service, the service providers and wider partners.

Each of the partners use commissioning as a technique to improve outcomes currently. This strategy provides an opportunity for agencies to join together and do this collectively with identified areas to work on over the next 3 years.

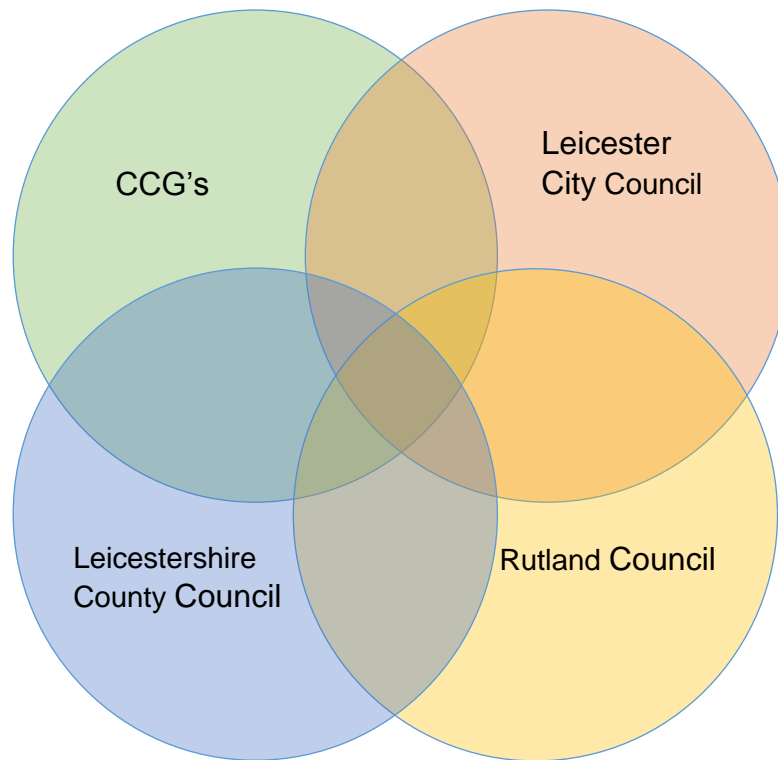
Joint Commissioning

When we talk about joint commissioning, this can cover a range of approaches to working together to analyse, plan, do and review. Joint commissioning can include:

Approach	Meaning	Example of how this could work
Aligning our services or funds	Working together as agencies to ensure our services create a seamless system. Each agency makes their own arrangements to provide the necessary services, but this will be worked through with partners to ensure it fits with the wider needs of the system and with the strategic plan of all partners.	All agencies identify a growing number of children with SEND. They work together to understand the needs of these additional children and the services across the system that will be required. They make plans together to increase the services they offer or to do things differently to meet this need in a new way. They work together to make it happen.
Pooled budgets	A shared fund set up by 2 or more partner agencies. An agreement is in place to define how much each party will put into the fund and what the funding can and can't be used for.	The councils and CCG's decide to create one 'pot' of money to fund placements for children whose needs cannot be met through mainstream services. This pot of money combines some spend from councils on social care and education and Continuing Care funding from the CCG. All the partners agree the level of contribution they will make to the pot at the start of the year. The pot of money is used to fund the needs of children meeting the criteria for the fund throughout that year.
Lead agency	One agency takes the lead on delivering or contracting out a service on behalf of another. There will be an agreement in place to set out what the lead agency should do and to cover the funding arrangements.	One council agrees to contract for all the short breaks provision on behalf of all three local authorities. There is an agreement that states how this should be run and how much money will be paid to the council doing this on behalf of the others.
Integrated teams	Teams of people that are funded or employed by more than one agency but that work as a single team. They deliver services that meet the responsibilities of both agencies.	A team of speech and language therapists (funded by the CCG) are based in the same building and share the same manager as a team of specialist teachers for children with hearing and/or visual impairment (funded by the council). They work as one team although their jobs are different.

Some joint commissioning will involve the local authorities working together, some will involve the CCG and local authorities. Some will take place across the whole of Leicester, Leicestershire and Rutland area, others may cover just one locality.

All of the overlapping areas in the diagram below represent areas of joint commissioning.



Key facts about children with SEND in Leicester, Leicestershire and Rutland

How many children have SEND in LLR?

In April 2020 there were nearly 22,000 children with SEND in LLR. This makes up 13.7% of our overall school population which is just under the national average of 14.8%. Children in primary school are most likely to have support for SEN and we know that nationally the numbers peak at age 10, declining through secondary education. The numbers of children with an Education, Health and Care Plan (EHCP) continues to rise as they journey through school.

What school provision do children access?

Most children receive an education in a mainstream school, with only 2,313 children across the area receiving education in a Special School. There are 12,142 children in primary schools with SEND from the LLR area and 7,513 children in secondary schools.

What are the main reasons for a child receiving support for SEND?

The primary needs of children with SEND across the area are:

Primary Need	Number	% of Total	National Average
Specific LD	2,477	11.3%	12.5%
Moderate LD	6,547	29.8%	20.4%
Severe LD	836	3.8%	2.7%
Profound LD	175	0.8%	0.9%
Social, Emotional and MH	3,543	16.1%	17.1%
SLC needs	4,087	18.6%	21.7%
SEN Hearing	391	1.8%	1.8%
SEN Visual	355	1.6%	1.1%
Multi-Sensory	55	0.3%	0.3%
Physical Disability	664	3.0%	2.9%
Autistic Spectrum	1,630	7.4%	11.0%
Other Difficulty	732	3.3%	4.4%
No specialist assessment	474	2.2%	3.3%
Total	21,966	100%	100%

What do children, young people and families tell us about the services they receive?

We know that we are delivering services in the local area that make a huge difference to the lives of children, young people with SEND and their families and carers. We also know that there are areas for improvement in our provision, identified by children, young people and families and highlighted through Joint Ofsted and Care Quality Commission (CQC) SEND inspection findings for Leicester and Leicestershire. Key areas for us to work on include:

- Strategic planning to improve outcomes in Leicester and Leicestershire
- Quality of Education Health Care Plans in Leicester and Leicestershire
- Assessment of Children and Young People's Social care needs in Leicester City
- Joint commissioning to support health needs post 19, the development of a joint commissioning strategy for SEND and a co-ordinated approach to preparing for adulthood in Leicester and Leicestershire

What do we commission to meet this need?

We commission a wide range of universal, targeted and specialist services to meet the needs of children with SEND. Many of the services are commissioned by Council and CCG's individually but they are delivered as integrated pathways to help children, young people and families experience joined up support. Some services are delivered by Councils themselves, and others are commissioned from independent or voluntary and community organisations.

Details of services commissioned by partner agencies and the level of funding committed to each type of provision can be found here <link>

It is important to note that schools and further education facilities are increasingly acting as commissioners of services in order to meet the varied needs of children attending. It is expected that the work included in the delivery of this strategy will start to map this commissioning activity in schools and in further education and, that we will involve them in discussions about future provision.

Parents and carers are also increasingly acting as commissioners through the use of personal budgets. Here the Council or CCG makes funding available to parents and carers so that they can source their own support to meet the child's individual need. This approach can help to increase choice and support families in developing bespoke, personalised packages of care. These personal budgets are agreed by the relevant teams in the Council or CCG in line with each agencies agreed process.

More information about children and young people in LLR can be found in the Joint Strategic Needs Analysis document that each area produces. Links to the latest versions are can be found in our list of key documents here <link>.

Current joint working

The four agencies commission a range of provision to support children, young people and families with SEND. Details of these services can be found here <link>. These services combine to offer a range of support and to improve outcomes for this group. There are increasing amounts of joint commissioning and partnership working across the agencies, including:

- A Joint Planning and Transformation Group for Children has been established to identify and deliver on joint commissioning opportunities for children's services across LLR
- The Joint Solutions Panels between each of the Council's and CCG reviews the complex needs of children and young people where there is a need for joint co-ordination and personalised funding.
- Council and CCG representatives attend the monthly in-patient Mental Health bed management meeting working with case manager from specialised commissioning to plan and support discharge of vulnerable children who often have SEND.
- Joint CCG and Council senior officers have responsibilities across the Transforming Care (TCP) agenda, delivering service improvement for all age learning disability and autistic spectrum disorder services to ensure community care and reduce in-patient admissions
- LLR Future in Minds (FIM) Board having oversight of delivery of the Mental Health Transformation Plan
- The SEND improvement boards are multi-agency forums for Councils and CCG's to improve provision, activity and outcomes. Two boards cover the Leicestershire and Rutland and Leicester with the Councils and the CCG present on each. Robust plans to oversee change are monitored at the boards and these provide a regular, joint forum to discuss issues and barriers and to collaborate
- Local authorities and the CCG have also collaborated through work on supporting the transition to adulthood with examples of joint plans or governance arrangements to support this.
- The regional commissioning group for children and young people, bringing commissioners from Councils across the region together to discuss issues arising and the common market. The group has recently collaborated on establishing a regional dashboard of placements, giving access to data on where placements have been made and the cost of these amongst other data sets. The group is currently working on sharing quality assurance information to improve the intelligence held by each Council on the quality of placements made.

Engagement and co-production in commissioning

We will involve children, young people, families and carers in all of our work to plan and review services. Wherever possible, we will take a co-production approach. The way in which we do this will vary for each piece of work but there are some key drivers to achieving this.

We will work with our engagement forums to people that use our services to understand the issues and to seek views on how to commission our services. These include:

- Big Mouth Forum (Leicester City)
- Parent Carers Forum (Leicester City)
- Leicestershire Parent and Carer Forum
- Rutland Voice
- Healthwatch

We want to work together with children, young people and families to help us understand their experiences of living with SEND and using our services. We will work with them to gain insight into services from their points of view and to work together to plan services for the future that represent the best use of the resources we have. Where solutions cannot be found, for example when finances don't allow or there are legal limitations to what we can do, we will use this engagement to help people understand the situation.

Governance and accountability

This strategy is owned by the three Councils in Leicester, Leicestershire and Rutland and the Leicester, Leicestershire and Rutland CCG's.

It was developed by a working group, reporting into the Children's Planning and Transformation Partnership. The Partnership is a subgroup of the LLR Children and Young People's Senior Leadership Group, which in turn reports to the Sustainability and Transformation Partnership (STP) for Children and Young People.

It is proposed that a joint commissioning board across Leicester, Leicestershire and Rutland will implement the action plan, tackle any issues or barriers arising and establish task and finish groups as needed.

The work of the board and progress on the delivery plan will be monitored by the Planning and Transformation Partnership and ultimately by the Senior Leadership Group.

Each agency will have its own reporting routes including joint commissioning boards and improvement boards etc. These will also help to assure the work and to keep a check on progress made.

The SEND Code of Practice <link> sets out specific roles and responsibilities for joint commissioning. These are summarised in the table below:

Agency	Key responsibilities for SEND	Accountability
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Local authority	Leading integration arrangements for Children and Young People with SEN or disabilities.	Lead Member for Children's Services and Director for Children's Services (DCS)
Children's and adult social care	Children's and adult social care services must co-operate with those leading the integration arrangements for children and young people with SEN or disabilities to ensure the delivery of care and support is effectively integrated in the new SEN system.	Lead Member for Children and Adult Social Care, and Director for Children's Services (DCS), Director for Adult Social Services (DASS).
Health and Wellbeing Board	The Health and Wellbeing Board must ensure a joint strategic needs assessment (JSNA) of the current and future needs of the whole local population is developed. The JSNA will form the basis of NHS and local authorities' own commissioning plans, across health, social care, public health	Membership of the Health and Wellbeing Board must include at least one local elected councillor, as well as a representative of the local Healthwatch organisation. It must also include the local DCS, DASS, and a senior CCG
Clinical Commissioning Group	To co-operate with the local authority in jointly commissioning services, ensuring there is sufficient capacity contracted to deliver necessary services, drawing the attention of the local authority to groups and individual children and young people with SEN or disabilities, supporting diagnosis and assessment, and delivering interventions and review.	CCGs will be held to account by NHS England. CCGs are also subject to local accountability, for example, to the Health and Wellbeing Board for how well they contribute to delivering the local Health and Wellbeing Strategy. Each CCG has a governing body and an Accountable Officer who are responsible for ensuring that the CCG fulfils its duties to exercise its functions effectively, efficiently and economically and to improve the quality of services and the health of the local population whilst maintaining value for money.
NHS England	NHS England commissions specialist services which need to be reflected in local joint commissioning arrangements (for example augmentative and alternative communication systems, or provision for detained children and young people in relevant youth accommodation).	Secretary of State for Health
Healthwatch	Local Healthwatch organisations are a key mechanism for enabling people to share their views and concerns – to ensure that commissioners have a clear picture of local communities' needs and that this is represented in the planning and delivery of local services. This can include supporting children and young people with SEN or disabilities.	Local Healthwatch organisations represent the voice of people who use health and social care services and are represented in the planning and delivery of local services. This can include supporting children and young people with SEN or disabilities. They are independent but funded by local authorities.
Maintained nurseries and	Mainstream schools have duties to use best	Accountability is through Ofsted and the annual report that

schools (including academies)	endeavours to make the provision required to meet the SEN of children and young people. All schools must publish details of what SEN provision is available through the information report and co-operate with the local authority in drawing up and reviewing the Local Offer. Schools also have duties to make reasonable adjustments for disabled children and young people, to support medical conditions and to inform parents and young people if SEN provision is made for them.	schools have to provide to parents on their children's progress.
Colleges	Mainstream colleges have duties to use best endeavours to make the provision required to meet the SEN of children and young people. Mainstream and special colleges must also co-operate with the local authority in drawing up and reviewing the Local Offer.	Accountable through Ofsted and performance tables such as destination and progress measures.

Commissioned services across health, education, social care and public health

The list below details the provision that each agency is funding or directly delivering, correct as of August 2020. These are services primarily focused on children with SEND but some reference is also made to universal provision for all children, young people and/or families. It should be noted that this does not include services directly commissioned by schools and colleges or by NHS England.

Services commissioned by Councils	Spend in the area (approximate)
Education placements	£116.9 million
Education psychology	£2.7 million
Short breaks/respite	£2.3 million
Specialist nursery provision	£2.4 million
Assessment and support teams	£2.3 million
Specialist teaching service	£6.6 million
Domiciliary support	£444k

Services commissioned by CCG's	Spend in the area (approximate)
Child and Family Support Service (CAFSS)	£1.8 million
Community Paediatric Medical Services	£4.3 million
Children's Continuing Care 0-18	£2.7 million
Adult Continuing Health Care (CHC) 18+	£200k
Speech and Language Therapy	£1.5 million
Children's Physiotherapy	£1.25 million
Children's Occupational Therapy	£1 million

Social work provision (for disabled children)	£1.1 million	Children's Community Nursing	£364k
0-19 healthy child provision (health visitors, school nurses etc for all children)	£16.2 million	CAMHS Triage and Access	£200k
Early help (for all children)	£18.5 million	CAMHS Eating Disorders	£868k
		CAMHS Outpatients City and County	£7.97 million
		CAMHS LD Team	£1.1 million
		CAMHS Crisis Team	£1.35 million
		CAMHS PBS	£108k
		Early Intervention	£380k
Community equipment loans across all organisations £195,000			

Linked strategies and documents

There are a range of linked strategies and documents held jointly or by individual agencies. These linked documents and their relationship to this commissioning strategy are listed below.

Strategy/Document	Relationship to this commissioning strategy	Link
Leicester City All Age Commissioning Strategy	Covers commissioning intentions for all age services in the City only from the LA's position.	https://www.leicester.gov.uk/media/186505/all-age-commissioning-strategy-2020-2025.pdf
Leicester City All Age Market Position Statement	A statement for the market (providers of services) on the anticipated direction of travel and key messages	https://www.leicester.gov.uk/media/186504/all-age-market-position-statement-2020.pdf
Leicester City SEND Strategy	The city's strategy for SEND services	https://www.leicester.gov.uk/media/186416/strategy-for-supporting-children-and-young-people-with-special-educational-needs-and-disabilities-send-2017-2022.pdf
Local Offer Leicester City	Details of services and support available to children with SEND	https://families.leicester.gov.uk/local-offer/

	and their families	
Leicester City Joint Transitions Strategy	A strategy for the city, looking at how best to improve the journey into adulthood for young people	https://www.leicester.gov.uk/media/185659/the-joint-health-social-care-and-education-transitions-strategy-2019-2022-plain-text.pdf
Leicester City Early Help Strategy	The city's strategy for providing early help and support	https://www.leicester.gov.uk/media/186713/leicester-early-help-strategy-2020-2023.pdf
Leicester City CYP JSNA	A Joint Strategic Needs Analysis (JSNA) looking at the needs of children in Leicester City	https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/public-health/data-reports-information/jsna/cyp-jsna/
NHS Long-Term Plan (CYP pages 45-54)	The Governments long term plan for NHS provision	https://www.longtermplan.nhs.uk/wp-content/uploads/2019/01/nhs-long-term-plan-june-2019.pdf
Leicester City Joint Health and Wellbeing Strategy	A health and wellbeing strategy for all Leicester residents, including children and young people.	https://www.leicester.gov.uk/media/177755/leicester_s_joint_health_and_wellbeing_strategy_2013-2016.pdf
Leicestershire JSNA (CYP Physical Health)	A Joint Strategic Needs Analysis (JSNA) looking at the needs of children in Leicestershire	https://www.lsr-online.org/uploads/children-and-young-peoples-physical-health.pdf?v=1590599655
Leicestershire JSNA for children with SEND	A specific joint strategic needs analysis focusing on children with SEND	Awaiting publish
Leicestershire Joint Health and Wellbeing Strategy	A health and wellbeing strategy for all Leicestershire residents, including children and young people.	https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2016/10/11/Leics%20JHWS%202017-22v2.pdf
Rutland JSNA	A Joint Strategic Needs Analysis	https://www.rutland.gov.uk/my-services/health-and-family/health-and-nhs/joint-strategic-needs-assessment/

	(JSNA) looking at the needs of children in Rutland.	
Rutland JSNA for children with SEND	A specific joint strategic needs analysis focusing on children with SEND	Awaiting publish
Rutland Health and Wellbeing Strategy	A health and wellbeing strategy for all Rutland residents, including children and young people.	https://www.rutland.gov.uk/my-services/health-and-family/health-and-nhs/health-and-well-being-strategy/
Rutland SEND and Inclusion Strategy	A strategy for SEND for Rutland Council	https://search3.openobjects.com/mediamanager/rutland/fsd/files/send_and_inclusion_strategy_-_updated_september_2019_-_pdf.pdf
Future in Minds Transformation Plan	Plan for delivering a range of emotional, mental health and wellbeing services	https://www.leicestercityccg.nhs.uk/my-health/childrens-health/future-in-mind-plan-mental-health-children-young-people/future-in-mind-transformation-plan-2018-2020/
Maternity Transformation Plan	A plan for transforming maternity services	https://www.leicestermaternity.nhs.uk/betterbirths/
LLR Learning Disability Strategy	A strategy for services and support for people with a learning disability	https://www.leicester.gov.uk/media/186869/joint-health-and-social-care-learning-disability-strategy.pdf
Leicestershire Preparing for Adulthood Strategy	A protocol for professionals working with young people with SEND	https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2019/2/1/Preparing-for-adulthood-strategy.pdf
Leicestershire Whole Life Disability Strategy	A whole life approach to supporting people with disabilities	https://protect-eu.mimecast.com/s/mKpKC83OVSOQLInuwJsUm?domain=leicestershire.gov.uk
Leicestershire SEND and Inclusion Strategy	A strategy for SEND for Leicestershire County Council	Awaiting publish