










## Learning Disability Partnership Board





### Agenda - What we will talk about

 <p><b>26 May 2022</b></p>	<p><b>Meeting Date:</b></p> <p>Thursday 26 May 2022</p>
 <p><b>10:00</b> → <b>12:00</b></p>	<p><b>Meeting Time:</b></p> <p>10.00am to 12.00pm</p>
	<p><b>Teams – <a href="#">Click here to join the meeting</a></b></p>
	<p><b>Welcome, introductions and apologies</b></p> <p>Councillor Jayne Kirkham, Chair</p> <p>5 minutes</p>





	<p><b>Minutes and actions from the last meeting.</b></p> <p>Easy Read version – Page 5 Standard version – Page 14</p> <p>5 minutes</p>
	<p><b>Updates from members</b></p> <p>20 minutes</p>
	<p><b>Employability Service</b></p> <p>Clive Gaylard, Cornwall Council</p> <p>15 minutes</p>
	<p><b>Adult Safeguarding Triage Service</b></p> <p>James Sawford, Cornwall Council</p> <p>15 minutes</p>
	<p><b>Break</b></p> <p>10 minutes</p>



	<p><b>Service User Meetings - Feedback and Updates</b></p> <p>Tanya Falaschi, Healthwatch Cornwall</p> <p>10 minutes</p>
  	<p><b>Updates from Adult Social Care</b></p> <p><b>Delivering Better Care – Update on Engagement Plans</b></p> <p><b>Day Services Consultation Outcomes</b></p> <p><b>Making Services Accessible</b></p> <p>Ann Smith, Cornwall Council</p> <p>30 minutes</p>



	<p><b>Any Other Business</b></p> <p>10 minutes</p>
	<p><b>End of the meeting</b></p>

**2022 Meetings:**

Thursdays, from 10:00am-12:00pm.

8 September

3 November



# Learning Disability Partnership Board Meeting



**3 March 2022**



# Who was there

Name	About them
Jayne Kirkham	Cornwall Councillor
Mike Hooper	Healthwatch Cornwall
Helen Newton	Healthwatch Cornwall
Ann Smith	Cornwall Council
Charlotte Day	Cornwall Partnership NHS Foundation Trust
Claire Grimsey	Cornwall Partners in Care
Claire Menear	The Advocacy People
Joanne Pike	Cornwall Partnership NHS Foundation Trust
Penny Newman	The Advocacy People
Richard Gittens	CHAMPS and Healthy Cornwall
Sam Edwards	Cornwall Partnership NHS Foundation Trust
Samantha Mokarram	The Advocacy People
Sandra Ward	Parent carer of a young adult with LD, Director of Parent Carers Cornwall and Chair of Carers Partnership Board
Sarah Mitchell	Cornwall Partnership NHS Foundation Trust
Scott Fuller	Council of the Isles of Scilly
Shelagh Mitchell	CHAMPS and Healthy Cornwall
Tina Sanford	Cornwall Council

# What we talked about at the meeting



Everybody agreed that the minutes of the last meeting were correct.

## Updates from members



Sandra Ward from **Parent Carers Cornwall** gave an update.

They were leading on the key worker pilot scheme to help young people avoid hospital.



They were also supporting the **Citizen Checkers** to make sure that people in hospital are visited by the **CHAMPS** or another lead person.



Amanda Wilton said that **Derriford Hospital** now had a hospital carer support service for Plymouth, wider Devon and Cornwall.

It was a 5-day service across the hospital to support patients to return home.

The new Carers Passport was due to launch in June.

Richard Gittens from **The CHAMPS** said they were running walking groups in Penzance, Hayle, Camborne, Newquay, and St Austell.

Healthy Weight groups were starting in May, with drop-in sessions in Camborne and St Austell.

More information was on the Healthy Cornwall website:  
<https://www.healthycornwall.org.uk/>

Tanya Falaschi wanted to get more service users on the Partnership Boards.

She was working with **The Advocacy People** to meet new people.

She asked to be invited to groups or suggestions of good places to hold meetings.



Healthy  
Cornwall







A face to face Service Users event would be held on 24 March in Truro.

The focus would be on how people were feeling and any issues they had.

Public Health wanted to know how Covid had affected the mental and physical health of people.

That would help them to shape future services and support.

National **Healthwatch** had a survey called 'Your Care, Your Way'.

The aim was to make sure that:

Professionals knew how to properly communicate with service users.

Information was easy to understand.

Click [here](#) for the survey.

NHS Kernow were working on exciting projects on self-advocacy and peer advocacy.



**Kernow**

**Clinical Commissioning Group**



The Autism Alert Card was still a work in progress.

**Blue Light Day** was on 6 July at the Showground at Wadebridge.



Christopher Burns was going to meet with the **British Transport Police** soon and would update at a future meeting.

## Adult Social Care Critical Incident



## Adult Social Care

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**Cornwall Council** had declared a Critical Incident in Adult Social Care.

It would help the **NHS** to reduce the pressure on hospitals and cut ambulance waiting times.

More patients could be discharged back to their community.

## Delivering Better Care – update on strategies



Ann Smith from **Cornwall Council** said that the Better Lives Strategy was complete and just needed to be signed off by the Cabinet

Click [here](#) to see a short film about it.

There were six key areas for people with learning disabilities, Autism and mental health issues.



Ann said that she wanted the Partnership Boards to help her to look at them with small groups of service users.

## Update on Day Services



**Cornwall Council** had started a consultation about the day services at Bude, Newquay, Launceston and Bodmin.

Ann Smith would give an update at the next meeting

Click [here](#) to take part in the consultation.

## The Advocacy People

Samantha Mokarram gave a presentation about the work of **The Advocacy People**.



They were working with **Healthwatch Cornwall** to help service users to be heard and to recruit new people to the Partnership Boards.

They helped people to become to self-advocates.

Training and confidence building sessions were offered across Cornwall.

## Making Services Accessible

**Cornwall Council** was launching a new 'Front Door' for people to access services.



All contacts would go through a single online portal.

## Adult Social Care

Mike would suggest that a working group be set up with other organisations to make sure that communication was right for people with additional needs.

**The next Learning Disability  
Partnership Board meeting will be  
on Teams at 10am on Thursday 26  
May 2022**



<b>MEETING NOTES:</b>	Meeting of the Learning Disability Partnership Board
<b>DATE:</b>	Thursday 3 March 2022
<b>LOCATION:</b>	Via Teams

## ATTENDANCE

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Cllr Jayne Kirkham (JK)(Chair)	Cornwall Councillor	Cornwall Council
Mike Hooper (MH)	Partnership Boards Officer	Healthwatch Cornwall
Helen Newton (HN)	Administration Officer	Healthwatch Cornwall
Charlotte Day (CD)	Speech & Language Therapist	Cornwall Partnership NHS Foundation Trust
Claire Grimsey (CG)	Care provider of two businesses support people with Learning Disabilities	Cornwall Partners In Care
Claire Menear (CM)	Advocate	The Advocacy People
Joanne Pike (JP) (representing Anne Bowdler)	Screening Liaison Nurse for Adults with a Learning Disability	Cornwall Partnership NHS Foundation Trust
Penny Newman (PN)	Team Manager Cornwall, the Isles of Scilly, Plymouth and Torbay	The Advocacy People
Richard Gittins (RG)	Team Member	CHAMPS and Healthy Cornwall
Sam Edwards (SE)	Nurse Consultant	Cornwall Partnership NHS Foundation Trust
Samantha Mokarram (SE)	Advocacy Coordinator (West Cornwall)	The Advocacy People
Sandra Ward (SW)	Parent carer of a young adult with LD, Director of Parent Carers Cornwall and Chair of Carers Partnership Board	Parent Carers Cornwall
Sarah Mitchell (SM)	Medical Secretary, Learning Disability Service	Cornwall Partnership NHS Foundation Trust
Scott Fuller (SF)	Head of Adult Social Care	Council of the Isles of Scilly
Shelagh Mitchell (SM)	Team Manager and Team Lead	CHAMPS/Healthy Cornwall
Tina Sanford (TS)	Manager – Learning Disabilities, Autism and young people preparing for adulthood	Cornwall Council

## APOLOGIES

Name	Position	Organisation
Cllr Andy Virr	Portfolio Holder – Adults and Public Health	Cornwall Council
Ann Smith (AS)	Head of Commissioning for LD, Autism and Mental Health	Cornwall Council
Christopher Burns (CB)	Self-Advocate	
Fliss Hedge (FH)	Outreach Inclusion Worker	Cornwall People First
Sgt Flo Linscott (FL)	Diverse Communities Team Lead (Cornwall)	Devon and Cornwall Police
Neil Carpenter	Volunteer Advocate, principally for people with LD	Cornwall Advocacy
Nory Menneer	Clinical Lead and Learning Disabilities Commissioner	NHS Kernow Clinical Commissioning Group
Paula Volkner	Project Manager, Transforming Care Programme	NHS Kernow Clinical Commissioning Group
Sam Edwards (SE)	Nurse Consultant, Adult Learning Disability Service	Cornwall Partnership NHS Foundation Trust
Dina Holder	Community Engagement Manager	The Women's Centre / DIVAS
Penny Chartress		DIVAS
Steph Isaacs (SI)	Outreach Inclusion Worker	Cornwall People First
Tim Moss	Specialist Change Coach, Health Works for Cornwall Programme	Seetec Pluss
Vicky Allen	Adult Social Care Commissioning Manager with responsibility for Learning Disability and Autism	Cornwall Council

## ACTIONS AGREED AT MEETINGS

Action	Responsible	Status
Could Autism Alert cards could be linked to the Safe Places Scheme?	MH / FL	Ongoing.
Update on meeting with British Transport Police.	CB / MH	Ongoing.
What funding arrangements are in place for transport by minibus to Day Services venues?	AS	Ongoing.
Day Centres Consultation outcomes,	AS	Ongoing. Update to 26/05/22 meeting.
Propose to Cornwall Council a multi-organisational working group to ensure communication is appropriate for people with additional needs.	MH	Ongoing.
Request update on Accessibility Advisory Group for RCHT.	MH	Ongoing.
Share details of which day services were open and what services they were offering.	AS	Ongoing. Consultation on day services currently live.
Safeguarding Officers to future meeting.	MH	Ongoing. James Sawford has been invited to join the 26/05/22 meeting.
Email LeDeR report for circulation	NM / MH	Ongoing. Programme now sits with the Quality Directorate. They have commissioned an external company to convert the report to Easy Read at which point it will be circulated.
Circulate KCCG response to NHS England on the recommendations from the Cawston Park case.	NM / MH	Ongoing. KCCG have now responded and are undertaking safety and wellbeing reports as part of the response. Copy of the letter still awaited.
Investigate housing solutions proposed.	AS	Complete. AS stated that consideration has been reflected in the Strategy. Further detail within discussions at 30 Nov LDPB.
AS to provide details of where the employability service advertised job vacancies and a briefing note to the PB Team with more info on employability services .	AS / PB Team	Ongoing. MH to circulate information. Awaiting Easy Read version of information. Discussion item deferred to May meeting agenda.
NM to provide timely updates on the NHS Long Term Plan and associated matters.	NM / PB Team	Ongoing.



Item	What was discussed	Action
<b>1.</b>	<b>Welcome, introductions and apologies</b>	
	<p>JK welcomed everyone and advised that the meeting was being recorded for minute taking purposes. Permission would be sought from individuals if it was to be shared beyond the meeting.</p> <p>Apologies received are detailed above.</p> <p>JK invited everyone present to introduce themselves.</p>	
<b>2.</b>	<b>Minutes of and actions from the meeting held on 30 November 2021</b>	
	<p>MH ran through the actions as detailed within the minutes of the last meeting. Updated actions are detailed above.</p> <p>The minutes were confirmed as a true record.</p>	
<b>3.</b>	<b>Updates from members</b>	
	<p>SW – Parent Carers Cornwall (PCC) were continuing to lead on the key worker pilot to help young people avoid admission to hospital, with positive outcomes being observed. PCC were also involved in the neuro development pathway work helping to reduce waiting times for diagnosis and improve access to support and advice. They were co-leading on the Autism in Schools programme which started in March, were working on the Time to Move programme and delivering activities for children on free school meals.</p> <p>SW sat on the Safe and Wellbeing Panel, which came about following the Cawston Park case. Every person in a hospital setting should be visited or spoken to by peer support from the CHAMPS or a lead to ensure that they're all in a safe place and doing as well as possible. A lot of hard work was ongoing to bring those people back to Cornwall at the earliest opportunity.</p> <p>AW – Derriford now had a hospital carer support service that supported Plymouth, wider Devon and Cornwall. It was a 5-day service across the hospital to support patients to return home. Volunteers visited wards, attended ward rounds and MDT meetings and spoke to staff. A ward accreditation scheme was being trialled</p>	

on CDU ward where the ward would be assessed regularly against a set of criteria to ensure they were doing everything possible to support carers and patients. The Carers Passport had also gone to design and print and should be launched during Carers Week in June.

RG – The CHAMPS were running walking groups in Penzance, Hayle, Camborne, Newquay, and St Austell and Healthy Weight groups starting in May, with drop-in sessions in Camborne and St Austell. More information could be found on the Healthy Cornwall website.

TF – One of her key objectives was to attract a wider range of service users to the Partnership Board. Herself and MH would be working closely with The Advocacy People to meet new people and to promote the work of the Board. She would welcome any input regarding venues, groups to attend and opportunities to meet with people who may be interested.

A joint, face to face, Service Users event would be held on 24 March in Truro and an invite would be circulated over the next couple of days. The focus of the meeting would be on how people were feeling and any issues affecting them. Feedback would also be sought on how Covid had affected the mental and physical health of individuals. That information would be fed back to Public Health, who would use it to help to shape future services and support.

MH – HC were supporting a Healthwatch England initiative called 'Your Care, Your Way', which set out five recommendations to ensure that service users received information in an appropriate way. More information would be circulated soon.

MH would be attending the LDA Programme Board on 17 March to update them on the work of the Partnership Board.

NHS long term plan – KCCG were undertaking several exciting projects relating to self-advocacy and peer advocacy.

FL (update provided by MH) – The Autism Alert Card for Cornwall was still a work in progress. He had been advised that a card for Cornwall would have to be owned by a non-Police organisation but due to legal issues surrounding personal data and data storage the Police would only be able to have a supporting function. The Police were now looking for an organisation in Cornwall to help with the running and organisation of the card. If anyone knew of an

	<p>organisation or contact that could help, they could let FL know via the Partnership Boards team.</p> <p>SE asked whether the alert cards could be linked to the Safe Places Scheme – MH would ask.</p> <p>Blue Light Day was due to take place on 6 July at the Showground at Wadebridge. Further details had been circulated and could be shared with networks.</p> <p>As discussed at the previous meeting, CB was due to meet with the British Transport Police soon and would update at a future meeting.</p> <p>Dave Pollard at Spaceport Cornwall had offered to work with the Board. To date they had not done any work with adults with additional needs and if anyone would like to work with them to put some sessions together they should get in touch with the Partnership Boards team.</p> <p>MH – Vicki Allen, Cornwall Council had submitted an update on the Small Supports Programme in which Cornwall Council and NHS Kernow were participating. It is attached as an Appendix.</p>	<p>MH to ask FL if the schemes could link.</p> <p>CB to update on meeting with British Transport Police</p>
<p><b>4.</b></p>	<p><b>Adult Social Care Critical Incident</b></p>	
	<p>Cornwall Council had announced in January that it was joining the NHS in declaring a Critical Incident in Adult Social Care to help alleviate pressure on hospitals, reduce ambulance waiting times and allow more patients who no longer required hospital care to be discharged back into the community.</p> <p>Activity was much higher than normal and Adult Social Care had been working with social care providers to find 50% additional capacity.</p> <p>Work was ongoing with the Local Government Association (LGA) looking at how to do hospital discharge differently to avoid repeat crises.</p>	
<p><b>5.</b></p>	<p><b>Delivering Better Care – update on strategies</b></p>	
	<p>The Strategies had all now been written and supported by the Health and Adult Social Care Overview and Scrutiny Committee.</p>	

The next stage was sign off by Cabinet and then the Strategies would be published.

Following engagement, six priorities had been identified for people with learning disabilities, Autism, and mental health issues, which aligned with the vision of how the Council wanted to deliver services in a much more person-centred way. Several sessions with individuals and groups were proposed to look at what that would mean and to capture views. Easy Read versions of the Strategies were being prepared.

MH asked whether the Partnership Boards and The Advocacy People could support by incorporating sessions into their work to engage with a wider range of individuals with learning disabilities. AS agreed that collaborative sessions would be a good way forward.

AS updated that ASC were working with several small support providers and were aiming to increase the number of small providers, enabling them to support more individuals and their families.

DH had asked for a contact to enable the Women's Centre to help homeless people with Autism and learning disabilities. There was going to be a review of the housing allocations policy and the DIVAS wanted to ensure that people with learning disabilities and Autism were represented in the consultation. AS said that was a natural lead on from Better Lives. Advice in the first instance, when people were seeking specific accommodation, was to register on Home Choice. Unfortunately, Home Choice and housing allocations were not always accessible to people with learning disabilities or Autism. Vicki Allen was involved in discussions around how to make it accessible for everyone.

MH suggested forming a working group with people with learning disabilities and Autism so that they could share experiences and practical advice on how to communicate.

JK advised that the housing allocations service was mostly online. It would be good to train staff to ask the right questions and highlight any issues to be considered when people were registering.

MH proposed to invite the Housing Allocations team to present at

	<p>the next meeting.</p> <p>SW expressed concern around employment and day activities. With day services being closed she was worried that young people who were very vulnerable were being provided with fewer and fewer choices. A day service was the ideal for many, especially if they were at home with their parent/carers. Day services allowed young adults to spend time with their peers in a supportive and safe environment. The privately run St Austell day service had 20-25 people registered and met their needs very successfully.</p> <p>AW agreed that young people had a desperate need for day services. It was not always appropriate for individuals to go out into the community and there could also be people transitioning through the system who were likely to need the service in the future.</p> <p>AS advised that any decisions to sell properties sat with the Estates Transformation Team rather than Adult Social Care and it was a Council wide programme looking at the number of buildings owned and operated by the Council. Adult Social Care were working with Estates to look at what a brand-new building would look like.</p> <p>JK added that in Falmouth the Council had selected one building to develop as a hub for all Council services and were investing money in refurbishments. That did, however, mean that people could have to go further to access services.</p>	
<p><b>6.</b></p>	<p><b>Update on Day Services</b></p>	
	<p>The Council had launched a consultation to get the views of people who used the 4-day services at Bude, Newquay, Launceston and Bodmin, and those who could use them in the future.</p> <p>Bude was only open 1-2 days a week and supported 4 people. Other opportunities were available for those individuals. Some people had already moved onto alternative offers.</p> <p>Newquay was only supporting 1 individual, with others having moved to other services.</p> <p>Launceston had never reopened after the pandemic. Service users</p>	

	<p>were attending Morley Tamblyn and recruitment to increase staff numbers there to support more individuals was ongoing.</p> <p>Bodmin – meetings would take place with service users over the next couple of weeks to find alternative services for them.</p> <p>A decision based on the outcome of the consultation would be made by the Council’s Cabinet in June.</p> <p>AW asked what funding arrangements were in place for transport by minibus to other venues. AS would find out.</p> <p>MH suggested that AW and AS meet outside the meeting to clarify issues around the Launceston day centre.</p> <p>Easy Read versions of the consultation were also available by request on the Let’s Talk Cornwall website.</p> <p>AS would bring the results of the consultation back to the Partnership Boards.</p>	<p>AS to report back on transport funding</p> <p>AS to present consultation outcomes to a future meeting</p>
<p><b>7.</b></p>	<p><b>The Advocacy People presentation</b></p>	
	<p>The Advocacy People gave a presentation, a copy of which was circulated with the agenda, on how they supported people who lacked capacity to decide about their lives or had difficulty in making their voice heard when making decisions about their lives.</p> <p>They could also help individuals to self-advocate through training and confidence building. Sessions were offered across Cornwall and run by two qualified advocates.</p> <p>The Advocacy People would not tell people what they should do or make decisions for them and would not judge or do anything unless asked to.</p> <p>Leaflets about the training were currently being prepared and would be shared. Spaces could be booked through their website.</p>	

	<p>Anybody over 18 could refer themselves or somebody else (with that individual's consent) for community advocacy. Details were available on the website.</p> <p>The Advocacy People were working closely with Healthwatch Cornwall to make people's voices heard and to recruit new people to become involved in the Partnership Boards.</p>	
<p><b>8.</b></p>	<p><b>Making Services Accessible</b></p>	
	<p>Cornwall Council was launching a new 'Front Door' for people to access services, and a Short-Term Services model was currently being designed by the Locality Teams.</p> <p>All contacts would go through a single online portal with information being passed to the relevant specialist team e.g. social workers, therapists etc.</p> <p>People would be directed to complete an online referral if they able to.</p> <p>Training would be provided to ensure that front facing staff asked the right questions and were able to offer the appropriate signposting.</p> <p>MH that he had briefly discussed with AB the creation of a group to undertake a cross-organisational mapping exercise to identify gaps and needs within frontline communication. TS added that it would be important to work with Amy Howard (Area Director for the East), who was leading on the Front Door/Short Term offer and developing a programme of information and training required for Cornwall Council's front door staff and services.</p> <p>It was agreed that the Board would suggest a working group be set up to ensure that communication was appropriate for people with additional needs, looking at what was in place currently and informing and advising on the best way that the service could be set up.</p> <p>AS noted that the new service would come into effect from 1</p>	<p>MH to suggest a working group be set up.</p>

	<p>April and a lot of work had been done already to ensure accessibility of the offer.</p> <p>MH reported that Healthwatch England had launched a consultation called 'Your Care Your Way'. Further information would be circulated outside of the meeting.</p> <p>Amy Findlater from Disability Cornwall had advised that there was an Accessibility Advisory Group for RCHT that was reviewing site plans for proposed new buildings to ensure accessibility was appropriate. The Board agreed that it would be helpful to receive an update from that group.</p> <p>SE added that CFT would also want to be represented on any working group and asked how the new offer would be promoted and how people would be informed about where to go to access the service.</p> <p>JK advised that communications were due to be issued soon.</p>	<p>MH to request update to next meeting.</p>
<p><b>10.</b></p>	<p><b>Any other business</b></p>	
	<p>No further business was raised.</p>	
<p><b>11.</b></p>	<p><b>Future meetings</b></p>	
	<p>Future scheduled meetings (all 10am to 12pm on a Thursday and held via Teams until further notice):</p> <ul style="list-style-type: none"> <li>• 26 May</li> <li>• 8 September</li> <li>• 3 November</li> </ul>	





Date 25/02/2022

## Briefing note: Small Supports Programme

### Overview

#### Adult Social Care and NHS KERNOW are participating in the Small Supports Programme.

This programme from the National Development Team for Inclusion (NDTi) and is funded by the Local Government Association and NHS England. The programme provides what was local Transforming Care Programme partners with specialist input, practical support and additional capacity in shaping the learning disability/autism provider market, with a focus on person centred and individual designed care and support. Small supports are defined as new providers who have started up and who are not part of bigger organisations and only grow slowly and usually will not support more than 3 people a year and growth is not more than 10-20 people in total. Unlike other big organisations like Mencap or United Response who are large national care and support providers.

### Developing Cornwall Small Support Provision

Representatives from NHS KERNOW and ASC Commissioning have been working together to develop small support providers in Cornwall. This work was informed by a session we held with experts by experience and a session with families and carers in Oct 2019 at the Mermaid Centre, Nr St Austell that Fiona Ritchie facilitated. This approach will enable us to commission provision in a more individualised and bespoke way. To support this approach, we have produced some draft commissioning intentions which explain and detail what Small Support's means in Cornwall.

The funding stream for these packages of care and support will usually be through Section 117 After Care arrangements and joint funding arrangements. In order to maximise this and to be responsive and flexible to enable timely discharge of individuals from hospital we do need to commission this support in a more person centred and tailored way.

In order to drive this approach, the Better Lives Strategy will provide an overarching approach and support the outcomes and high-level priorities for adults with learning disabilities and Autism which will include a range of community-based support, short breaks/respite and the development of accommodation with support (Supported Living).

Progress has been slow in this area due to the pandemic, but we are now starting to look at this again and work to take this forward.

We have two small supports providers now in Cornwall each supporting one individual, both individuals have very complex needs and require a very person-centred approach and staff who have skills and training in quite specialist areas such as trauma informed approaches. We are working with NHS England to support the current people in out of area specialist hospitals to come back to Cornwall. Our biggest challenge is affordable housing and care, and support providers are struggling to recruit staff.

If you want to find out more about Small Supports please use the link below

[https://www.ndti.org.uk/assets/files/Final\\_Small\\_Supports\\_paper\\_one\\_2020.pdf](https://www.ndti.org.uk/assets/files/Final_Small_Supports_paper_one_2020.pdf)

Prepared by:

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**Service name** Transformation and Commissioning

19 May 2022