

Open Report on behalf of Heather Sandy, Executive Director - Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	15 October 2021
Subject:	Update on the Building Communities of Specialist Provision; Together in Lincolnshire Strategy

Summary:

The purpose of this report is to provide the Children and Young People Scrutiny Committee with an update on the implementation of the Building Communities of Specialist Provision Strategy, approved by the Executive on 6th November 2018. The report summarises the progress made in Year 3 of strategic implementation, within the Capital Build Programme and in all supporting system areas.

Actions Required:

The Children and Young People Scrutiny Committee is requested to:

1. Review and comment on the content of this report and progress made in Year 3 of implementation.
2. Receive an update on Year 4 of implementation in October 2022.

1. Background

In November 2018, the Executive granted approval to implement the Building Communities of Specialist Provision Strategy. Implementation of this strategy commenced in January 2019 and will take place over the next five years with the final school changes being made in September 2024.

The strategy will make significant changes to the existing special education provision, creating an integrated and sustainable school system where pupils can attend their nearest special school, confident that their education and health needs can be fully met.

In order to achieve this ambition, the strategy will provide a locality-based, sector-wide approach to special education which will enable all special schools to meet the wide range of needs of pupils within their local community. As existing special schools are designed to

meet specific designations of need, each school has obtained approval to change its designation to enable them to meet All Needs. In addition, the strategy will significantly increase the special school estate by over 500 places, to address existing overcrowding issues and the growing demand, through capital investment to support expansion, in line with projected need. The allocated capital investment is being utilised to improve premises and facilities, enabling each school to offer places to pupils from within their local communities with All Needs.

All special schools have been approved to make significant change to the type of need catered for and expansion where this has been identified and these are outlined in the strategy. All 14 special schools will be able to meet “all needs” once the strategy has been fully implemented.

In order to ensure that all schools within the scheme could meet all needs and fully accommodate local children with Special Educational Needs and Disabilities (SEND), an agreed baseline schedule of accommodation (a document which describes how much and what type of space is needed at each school) was established in accordance with Department for Education (DfE) guidance, Building Bulletin 104, which outlines the accommodation needed in a special school, with input from the SEND Alliance members. Representatives from Children's Services and Corporate Property met regularly with Special School Headteachers to discuss overall design principles and to identify what types of spaces were essential to meet all needs. This ensured that the Local Authority (LA) would be building schools based on the needs of children and young people with SEND, and the education leaders involved were able to provide specialist knowledge on accommodation requirements.

A key principles document was developed to ensure a standardised approach to the design of all special schools, which provided the blueprint for all projects in the programme. The key principles document also set out the requirements for all new external spaces as no guidance exists within BB104. All Headteachers agreed that this was an area where the schools could support the scheme to raise funds for external spaces such as sensory gardens and trim trails.

The SEND Alliance Project Board has had full oversight of all schedules of accommodation decisions to ensure equity of provision and fairness within the programme.

2. Programme Update

The Building Communities of Specialist Provision Strategy commenced implementation in 2019 and is a five-year strategy with the final all needs school due to be ready to meet all needs in 2024.

Implementation is well underway with a number of capital schemes live and supporting operating systems in place. Governance is well established with budget and progress reviews taking place monthly and reporting to the Corporate Leadership Team and the Portfolio Holder on a bimonthly basis.

Appendix A provides an overview of the timeline for the capital scheme and shows the projected completion dates for all schools.

2.1 Capital Programme

This report provides an update on the third year of delivery of the capital programme (October 2020 – October 2021).

Corporate Property has been commissioned to deliver this programme by Children's Services, and the directorates are working closely in partnership with schools and contractors to bring each scheme to fruition, despite the significant challenges experienced during this reporting period.

The Children and Young People Scrutiny Committee will already have a sound understanding of the schemes which have obtained Executive Councillor approval through the Capital Appraisal process. The Committee has to date scrutinised six schemes and provided its recommendations for Executive Councillor approval.

2.1.1 Progress Overview

A number of key milestones have been met in this reporting period, with the opening of the first all needs special school being the most significant. The capital programme is on course to be completed in line with the agreed timeline and whilst two schemes have faced delay due to design challenges, these have been addressed and all special schools remain on course to meet all needs by 2024.

The key milestones for the capital programme met in this reporting period are:

- Boston Endeavour Academy opened to pupils on 6th September 2021 as the first purpose built, all needs special school in Lincolnshire, replacing the former John Fielding School.
- Completion of new build block at Willoughby Academy, opening to pupils on 6th September 2021, resulting in pupil place increase to 109 (phased increase).
- Completion of new build block at The Eresby School to ensure all needs can be met.
- Opening of self-delivery new build blocks at Ambergate Sports College and The Garth School.
- Construction work commenced at Louth St Bernard's School.
- Planning approved for Spalding Priory School and Lincoln St Christopher's School.

2.1.2 Budget

It is important to note the complexity and magnitude of this programme and appreciate the aspirations of Lincolnshire County Council (LCC) and its commitment to such a transformational scheme. Embarking on a capital programme which seeks to enhance and improve thirteen school sites over five years whilst transforming the special school system

to add much needed capacity, eradicate excessive journeys and reduce unnecessary out of county placements is ambitious and trail-blazing.

As the capital programme has progressed from initial estimates to live, on-site schemes, it has been necessary to review the requirements of each scheme to ensure the Council is providing the best possible solution for schools and value for money. Building requirements have evolved over this period and the Council has been presented with the opportunity to further enhance the programme's scope through increased investment opportunities.

The Budget Profile set out in Appendix B provides a breakdown of all secured scheme costs and summarised forecast costs where scheme costs are still to be finalised.

As can be seen from Appendix B, the whole life costs of the programme have risen to £86.794m from £56.556m based on actual scheme costs for those which have entered main works contracts and forecast scheme costs on those still to be confirmed post-feasibility.

Since the strategy was approved, Lincolnshire County Council has successfully secured further investment for the programme, with a revised grant allocation of £71.194m so all special schools in the programme can access improved capital solutions and enhanced facilities beyond that of the Council's initial ambitions.

In addition, the Council has agreed to commit £15.600m to address the funding gap left after the authority's free school application to create an additional 111 places in the Lincoln City area was unsuccessful. After such a disappointing decision by the Department for Education, this allocation is evidence of the Council's unwavering dedication to improving the lives of children and young people with SEND through this strategy.

It must be noted that some schemes have presented particular challenges due to their existing condition and this additional funding will allow the Council to address these issues, thereby ensuring these sites are sustainable and have increased longevity.

In addition, increased costs have arisen due to the current global pandemic, with market uncertainty and rising welfare costs in the construction industry, as detailed in this report.

In acknowledging the additional cost of the capital programme and enlarged scope to ensure the best possible provision is available to Lincolnshire's children with SEND, the Council must consider this within the context of the ever-increasing cost pressures within the High Needs allocation.

Children's Services strongly believes this capital infrastructure investment will not only achieve greater outcomes for Lincolnshire pupils, but also be an important financial decision in managing the pressures within the High Needs block by way of reducing expenditure relating to some expensive and unnecessary out of county specialist placements. On occasion, Lincolnshire families are presented with the difficult option of out of county placements due to the lack of capacity in local special schools. This is both

unfair on children and families and expensive to the Council, when needs could be met in a more local provision. It is important for Lincolnshire to continue securing value for money within these demand-led budgets and within the finite funding resource available. By enabling pupils requiring specialist support to go to their nearest suitable school, the LA will be able to achieve operational efficiencies, improved pupils wellbeing and reduce expenditure through its delivery of home to school transport arrangements.

The financial impact of investing now at a capital level will have a positive impact on the Council's financial position long-term. Both the High Need's block allocation and Home to School Transport Budget will continue to be subject to increased financial pressure if the strategy's additional school places are not realised, potentially costing the Council up to an additional £20.612m per annum.

The strategy was collaboratively developed to ensuring a sufficient supply of special school places for children and young people with SEND, local special schools which can meet the needs of all pupils in their local community, a reduction in the travelling time for pupils with SEND by enabling them to attend a special school as close to home as possible and for our children and young people with SEND to be educated locally, bringing value and a sense of belonging to their local communities. Only by ensuring that the capital programme is fully completed can the Local Authority be confident it will achieve its strategic vision.

As identified, the SEND capital budget has been revised upwards for the start of the 2021/22 financial year. Schemes in construction or completed in 2021/22 are on target and on budget due to fixed price contract conditions. However, schemes in pre-construction or design stage are likely to be impacted by market conditions and potential price rises, which is being considered at an overall council capital programme level.

2.1.3 Risk Summary

Covid-19

Covid-19 continues to impact many aspects of the Council's work and it has had a profound effect on the implementation of this strategy. The Building Communities of Specialist Provision Strategy is a multi-faceted and complex strategy incorporating the fields of education, construction and the Local Authority's statutory responsibility for the education of children and young people with SEND.

Uncertainty has been evident in the construction industry due to the impact of the Covid-19 pandemic, particularly within the supply chain. Equally, schools have experienced unprecedented challenges as they have been required to provide a quality education in a Covid-19 secure environment. The priority for the Local Authority and Special Schools during this pandemic has been the safety and well-being of the most vulnerable communities and this has inevitably affected agencies capacity to drive forward this programme.

However, implementation of the strategy including the capital build programme has continued with the same impetus and drive as it did in the last reporting period, though it has been inevitable that the Covid-19 pandemic has brought about some delays to construction schemes.

Covid-19 has had a dramatic and continued impact on the construction industry. Social distancing has increased costs on site (due to increased cleaning and more facilities being needed) and extended timescales. The Local Authority Covid-19 grant met £0.151m of these costs in 2020/21. Restrictions relating to Covid-19 and the safe access to schools have also impacted on the programme's timeline.

Despite the challenges presented by the global pandemic, all schemes have made excellent progress and the programme remains on course for completion with the approved timeline.

Supply Chain issues

There are significant cost pressures within the construction industry arising from a shortage of labour and materials within the supply chain. This is a local, regional, national and global issue which will impact on SEND schemes in the near future. The reasons for the supply chain shortage are multi-faceted and often interdependent:

- 1.1. Global supply chains have been severely disrupted by Covid-19. For example, there are three main global exporters of timber; Russia, China and Canada. Russia and China have restricted exports to cater for their domestic market whilst around half of sawmills in Canada have been forced to shut down due to Covid outbreaks. This has severely restricted global supply and increased prices.
- 1.2. Brexit is disrupting the smooth inflow of goods into the UK; this is because additional checks at ports have created a backlog in clearing containers of up to six weeks. This means that shipping containers cannot be offloaded from cargo ships, contributing to longer lead-in times.
- 1.3. There is a global shortage of shipping containers, leading to astonishing inflationary pressures on the cost of shipping freight. The price for a 40ft container from China to Europe has risen by nearly 500%, as of April 2021.
- 1.4. There has been a significant upsurge in demand as the UK economy emerges from lockdown; this is also replicated in the United States of America which is competing for the same source materials as the UK. The United States recently committed to legislation which allocates \$1.2 *trillion* for infrastructure projects.
- 1.5. There is a shortage of labour within the construction industry as a result of migrant workers returning to their home country and from high profile, high spend construction activity like HS2; this has driven up costs through increased wage demand.

- 1.6. Locally, Lincolnshire notoriously struggles to secure labour and construction management staff (which includes LCC, consultant designers and contractor management) due to its rural geography. This is being exacerbated by the ease of 'working from home' and the lure of projects such as HS2. As an example, Tarmac (one of the largest surfacing contractors in the country) is in the process of amending their business model which will likely result in them not tendering for any further maintenance work and focussing solely on HS2 as there is anecdotally more money to be made with less scrutiny.
- 1.7. HS2 is stockpiling aggregates (and other materials) which impacts on the regional supply chain.
- 1.8. Social distancing has pushed up costs due to increased cleaning and more welfare facilities required on site and Covid is still leading to supply chain disruption due to positive tests and self-isolation.
- 1.9. The lack of qualified HGV drivers, due to the UK skills gap, aging workforce, etc., is impacting on the timely delivery of materials to merchants and to construction sites, leading to potential delays for project completion.

All of the above means that there are shortages of labour, steel, concrete, timber, copper, windows and plaster. The impact of this has been an immediate cost increase of between 5% - 15% for some of these products, with steel rising by 60% in a year.

The risk of cost increase and supply shortage can be mitigated (to some extent) against by using contractors with buying power that allows them to continue to source materials and labour at reasonable prices and lead-in times. However, at the time of writing, it is impossible to predict whether these headwinds will become endemic within the industry or largely remain within residential and SME sectors.

The Programme Team continues to monitor the risks associated with such volatility in the construction supply chain and is reporting through governance structures on a monthly basis

2.1.4 Progress by Scheme

For images of the live capital schemes please see Appendix C – "Progress in Pictures".

- **Boston Endeavour Academy**

The Boston Endeavour Academy is now complete, has been handed over to the Community Inclusive Trust and welcomed its first pupils on 6th September 2021. A formal opening is planned for later in the year and this will be facilitated jointly by LCC and the Academy Trust.

The new school can accommodate 140 pupils, but it has been agreed with the Headteacher to expand the school through a phased approach. This will ensure that the

transition for current students and staff recruitment can be managed effectively. The school has opened for 102 pupils, and this will increase to capacity over an agreed period.

The new school provides 16 classrooms, specialist teaching spaces including science, technology, ICT and art, and a hall. The school will also benefit from a hydrotherapy pool, sensory and soft playrooms and dedicated therapy spaces. Externally there are hard and soft surfaced play areas and sensory, horticulture and wildlife areas.

- **Bourne Willoughby Academy**

Construction of the new block is now complete, has been handed over to the Priory Trust and welcomed its first pupils on 6th September 2021. Contractors are now working on the remodelling aspect of the scheme to parts of the original building.

Willoughby Academy will be able to accommodate 148 pupils when fully complete but until this time, the school has admitted 129 pupils. Capacity will increase by 68 places once the scheme is fully complete, in line with the agreed expansion period.

The new build accommodation block provides six classrooms, hall, specialist secondary teaching spaces including science and technology, as well as small group spaces and hygiene facilities. The existing school will undergo some remodelling work to provide therapy spaces and a medical inspection room to ensure the school can offer, in conjunction with health providers, a robust health offer to all children and young people with SEND in the local area.

A formal opening is planned for early 2022 and this will be facilitated jointly by LCC and the Priory Academy Trust.

- **The Eresby School, Spilsby**

Construction of the new block is now complete, has been handed over to the David Ross Education Trust and welcomed returning pupils on 6th September 2021. Contractors are now working on the remodelling aspect of the scheme to parts of the original building.

The new build accommodation block provides improved facilities including five classrooms, hall, ICT and science spaces as well as small group rooms, hygiene facilities and staff and meeting spaces. The existing school will also undergo extensive remodelling work to provide a design/technology and art room, a physiotherapy space, a visiting professional/therapy space, a parents' room, a hygiene suite, a disabled WC and staff/administration spaces.

A formal opening is planned for early 2022 and this will be facilitated jointly by LCC and the Academy Trust.

- **Louth St Bernard's School**

Phase 1 works to the residential block have completed and been handed over to the Lincolnshire Wolds Federation to reopen this facility. Works continue for the main part of the scheme with the demolition of the old boarding accommodation completed and construction started on the new block build.

The new block will provide enhanced facilities including six classrooms, hall, specialist secondary teaching spaces including science and technology, as well as small group spaces, therapy and hygiene facilities.

The scheme is due for completion by September 2022.

- **Lincoln St Christopher's School**

As the Committee is aware, Lincolnshire's application for a new special free school submitted to the Department for Education in October 2018 was unsuccessful. An extensive options appraisal was undertaken to review the alternatives available to the Local Authority, as demand analysis indicated the need for an additional 111 special school places for Lincoln city and the surrounding area. This report concluded that the most suitable option to ensure Lincoln City has sufficient special school places was to expand the current Local Authority maintained St Christopher's School over two sites, with a new capacity of 333 overall. In order to ensure adequate space and facilities for this number of pupils, it would be necessary to develop a new primary facility on a second site (the former Usher School site, Skellingthorpe Road) with a capacity of 130 and provide extensive remodelling and development to the existing St Christopher's School to create a secondary provision with a capacity of 203.

All statutory processes were subsequently followed with the Children and Young People Scrutiny Committee recommending the revised proposal in January 2020. Executive approval for the revised proposal was granted in February 2020.

Planning permission has been granted for both the new primary school building and expansion to the existing site to become a secondary provision. Detailed design works are ongoing and contractual negotiations are underway in preparation for the main works to begin.

Construction of the primary school is due to commence in autumn 2021 and complete during spring 2023, with works to the secondary site following on thereafter.

Once all works are completed St Christopher's Primary School will be able to accommodate 130 pupils and the Secondary School will accommodate 203.

- **The Priory and The Garth Schools, Spalding**

Planning permission has been granted for the Priory scheme. Enabling works have been completed over the summer holidays to provide a new plant room, carry out services works and asbestos removal and main works have now commenced.

The project is due to be completed in August 2022 ready for opening to pupils in September 2022.

Works to the Garth site are now completed and existing pupils are benefiting from the improved accommodation.

Once all works are completed The Priory School and The Garth School will join to meet the needs of 177 pupils.

- **Ambergate Sports College and The Sandon School**

Works to the Ambergate site are now complete and the pupils are enjoying the much-improved facilities.

Due to the successful Condition Improvement Fund (CIF) application granted by the Education Skills Funding Agency (ESFA) a new Hydrotherapy pool will be built on The Sandon school site, as a condition of the funding allocation. Works on the pool are in development and a planning application has been submitted. The Community Inclusive Trust is self-delivering this project with assistance and significant funding from Lincolnshire County Council.

In order to ensure the combined Grantham provision can accommodate 229 students, it has been necessary to review the original design proposal due to lack of external space across both sites. Alternative options are currently being considered.

- **Horncastle St Lawrence School**

This scheme has been placed on hold whilst a range of design options have been considered; this was necessary after detailed survey information highlighted significant condition issues with the main school building, which placed an unexpected financial pressure on the scheme. A proposal to rebuild the school on the existing site has been identified as the preferred option and feasibility and design process are due to commence in autumn 2021.

- **Lincoln St Francis Special School**

This project was placed on hold whilst the future of the residential wing was determined as it would have an impact on the plans for the school. Now this has been approved, works are due to begin on a feasibility study to ensure the school can meet all needs and a capacity of 150 pupils.

- **Gosberton House Academy**

No works have been undertaken at Gosberton Academy thus far as it falls towards the latter stages of the programme. The project team plan to begin engagement in autumn 2021 in preparation for the feasibility and design process.

2.1.5 SEND Support Structures

2.1.5.1 School Reorganisation Policy

This policy has been developed in order to ensure all special schools, subject to reorganisation, receive equitable and fair funding to meet all reasonable additional costs. It provides a formalised approach to the funding of special school reorganisations to support the Local Authority's statutory duty to provide sufficient school places for the children of Lincolnshire. It addresses situations when, as part of its strategic planning of school places, the LA asks a school/academy to expand and take in additional pupils above their agreed capacity temporarily or expands permanently.

Through the development and implementation of this policy, it has been possible to provide a fair and standardised level of funding during this transition period to those schools that the LA wishes to expand permanently and this applies to both maintained and academy special schools.

The policy takes into consideration all circumstances whereby schools are faced with additional costs such as removal costs, loose classroom equipment, IT resources and other such expenditures to ensure they can meet all needs for an increased number of pupils.

This policy has now been approved by the Special Schools Project Board and has been fully implemented. Through support received by the Schools Forum, the Local Authority earmarked £2.000m from the Dedicated Schools Grant reserves underspend to fund the schools re-organisation policy during the transition phase. Additional place funding will be supported through the earmarked funding and the High Needs block.

2.1.5.2 Workforce Development

The Workforce Development workstream has designed the SEND Learning Platform: a sector-led training model for professional development, which will ensure all pupils with SEND can access a quality education, facilitated by skilled and knowledgeable staff.

This tiered learning platform will utilise an existing LCC online portal to provide appropriately targeted access to a wide range of learning resources and training which will be available to all special school staff, both teaching and non-teaching. This is to ensure a culture of SEND awareness and inclusion is embedded in all aspects of school life.

Acknowledging the excellent array of training and professional development already commissioned by LCC and also that which is available from other providers, the SEND Learning Platform will bring together, into one place, the high-quality training already

available and utilise the skills and expertise of the Lincolnshire SEND Alliance to develop training provision where gaps have been identified. It will utilise a wide range of learning methods (e-learning, online resources and face to face training) to ensure equity and ease of access, in a geographically vast county.

It is proposed that the workforce development model will be implemented in a phased approach:

PHASE 1: Implemented from February 2022. In line with the immediate purpose of the project, ensuring the workforce within special schools is equipped and trained effectively to support the move to all through, all need.

PHASE 2: Once all special schools are accessing the SEND Learning Platform and have a workforce which is equipped and trained to effectively meet all needs, the content of the platform will be made available to all mainstream schools and to parent/carers.

During this reporting period, the workforce development offer has been approved by the SEND Alliance Project Board who appointed the Lincolnshire Wolds Federation as Lead Representative for the workforce strategy. Development of the specification for the workforce development platform is near completion and work will begin in the autumn term on construction of the content to be uploaded. Formal launch of the platform is planned for March 2022.

2.1.5.3 Health Offer

In order for all special schools to meet all needs, it is imperative that each school can meet the needs of children and young people with more complex medical conditions. At present, the only school with an on-site specialist nursing team and therapists is Lincoln St Francis which is the designated profound and multiple learning disability/physical disability school for the county. In order to enable children to access their local special school, there needs to be a robust and equitable health offer available to all schools. To develop and implement this requirement, a SEND health workstream has been established, made up of officers from the Local Authority, Health Trusts and Clinical Commissioning Groups to ensure an effective health offer can be provided to all special schools.

This partnership workstream has been responsible for the development and implementation of the SEND Strategy Memorandum of Understanding (MOU). This document sets out the partnership expectations and responsibilities of both the special school and health providers to ensure the health offer is implemented and maintained. This MOU has been co-produced by the workstream's key stakeholders and is currently going through each organisation's governance processes, with full sign off expected imminently.

The workstream is also responsible for developing a system whereby all special schools have the capabilities and confidence to meet the needs of children and young people with the most complex medical needs and those who are long-term ventilated. Senior officers

from the Lincolnshire Clinical Commissioning Group, LCC and Health Provider Trusts have agreed, in principle, that all children in Lincolnshire should be able to attend a special school as close to home as possible, if required, once it is safe to do so. This workstream is currently developing an infrastructure and guidance framework which will ensure this is possible, in a clinically safe manner.

Specialist Equipment

In order to ensure the most cost-effective use of specialist medical and therapy equipment, all special schools have now joined the existing contractual arrangements held by the Local Authority with specialist equipment providers. All special schools are now part of the Lincolnshire Community Equipment Service, which enables them to order directly through the Council's contractual arrangements. If specialist equipment is deemed to be required by a therapy professional (such as Physiotherapist or Occupational Therapist) this will be prescribed and the school can order direct. They receive monthly invoices for the equipment they order and on its return, the school receive a refund for the cost of the equipment. This contract also covers the servicing and maintenance of specialist equipment within the school.

2.1.5.4 Specialist Community Led Panels

The prototype of the Specialist Community Led Panels was launched in June/July 2021 in the Boston and South Holland locality. The panel reviewed the case of two young people who were at risk of being placed in an independent non-maintained special school, if a local special school which could meet need could not be found. Both cases were resolved at this panel, with a successful outcome and the pupils will be educated at their local special school.

Roll-out of these panels will be phased across localities to ensure all supporting systems are fit for purpose, with Lincoln and West Lindsay coming on board in the next short term. Panels are planned for the Lincoln/West Lindsay locality in September and Boston/South Holland in October. East Lindsay and North Kesteven/South Kesteven will both be in place by February 2022.

3. Conclusion

Despite the on-going global challenges which have impacted the implementation of this multi-faceted and complex strategy, significant progress has been made across all aspects of the programme in this reporting period, which has culminated in the opening of the first all needs special school, in budget and on time.

The capital building programme has continued to progress despite the continuing impact of Covid-19 and the unforeseen global volatility in the construction industry. Boston Endeavour Academy is now a fully functioning, all needs school and the new blocks at both Willoughby Academy and The Eresby School have been completed and handed over to the responsible academy trust, on budget and ahead of schedule. Whilst some delays have been inevitable as the Local Authority, schools and our construction partners

attempt to mitigate the challenges of disrupted supply chains and the "pingdemic" impact on the labour market, the wider strategic vision is on track to be implemented in five years from approval as set out in the original strategy.

In order for all schools to be all needs operational, the support systems of workforce development, health and SEND design must be established in readiness for implementation and significant progress has been made with these support systems. As a result, it has been possible for the first three schemes in the programme to operate as all needs schools and welcome children and young people with a wider range of needs.

The effect of the recently implemented Specialist Community Led Panels will be monitored closely over the next reporting period, as its value in reducing the pressures on the High Needs block by avoiding costly out of county placements is essential to the success of the strategy.

4. Consultation

a) Risks and Impact Analysis

Completed – as part of original strategy document.

Live risk and impact log held by Special Schools Project Office.

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	SEND Outline Programme July 2021
Appendix B	SEND Strategy Budget Profile Committed Funding July 2021
Appendix C	SEND Strategy Progress in Pictures August 2021

6. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Building Communities of Specialist Provision; Together in Lincolnshire Strategy	Building communities of specialist provision (lincolnshire.gov.uk)

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