



Open Report on behalf of Heather Sandy, Executive Director – Children’s Services

Report to:	Lincolnshire Schools’ Forum
Date:	21 April 2022
Subject:	Building Communities of Specialist Provision Strategy: Update

Summary:

The purpose of this report is to provide Schools’ Forum with an update on the implementation of the Building Communities of Specialist Provision Strategy, approved by 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.

Recommendation(s):

Schools’ Forum is required to:

1. Review and comment on the content of this report and progress made in Year 3 of implementation.
2. Agree receipt of an update on Year 4 of implementation in April 2023.

1. Background

The Building Communities of Specialist Provision Strategy was developed in response to the Department for Education (DfE) requirement of all Local Authorities (LA) to review provision for pupils with SEND in order to ensure that there are sufficient good school places which meet the changing needs of pupils with SEND. The review required LA's to work in close collaboration with special schools and parent and carer groups to co-produce a strategic plan which delivers sustainable, good quality provision to meet current and future needs.

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

Once fully implemented, 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 specialist needs of pupils within their local community. The allocated capital investment will improve premises and facilities, enabling each school to offer places to pupils from within their local communities with a wider range of needs.

All special schools have committed to making significant changes 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 fully implemented.

The SEND Alliance Project Board has had strategic implementation to ensure equity of provision and accountability and fairness within the programme.

From May 2022, oversight of the implementation of the strategy will be the responsibility of the newly formed SEND Education Partnership Board, resulting from the merger of the SEND Alliance Project Board and the High Needs Transformation Board. This will bring together all elements of SEND Transformation under one governance structure and ensure a collaborative and cohesive approach to changes in SEND provision.

2. Programme Update

2.1 Capital Programme

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 completed 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 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.

2.2 Progress Overview

A number of key milestones have been met in this reporting period, with the opening of the first two all needs special schools being the most significant. The capital programme is on course to be completed in line with the agreed timeline and whilst three schemes have

faced delay due to design and construction challenges, these have been addressed and all special school remain on course to meet a wider range of needs by 2024.

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

- Boston Endeavour Academy opened on 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 and remodelled existing buildings at Willoughby Academy, opened to pupils on 6th September 2021, resulting in pupil place increase to 129 (phased increase).
- Completion of new build block at The Eresby School to ensure all needs can be met. Remodelling to existing premises due to complete by May 2022.
- Opening of self-delivery new build blocks at Ambergate Sports College and The Garth School.
- Construction work commenced at Louth St Bernard's School, Spalding Priory School and Lincoln St Christopher's School (primary).
- Planning application submitted for new build on existing site for Horncastle St Lawrence School.
- Agreement to develop a solution for site constraint at Ambergate/Sandon to include Bluecoat Meres Upper school site.
- Feasibility and design process commenced for Lincoln St Francis School and Gosberton House Academy.

2.3 Risk Summary

Covid – 19

The Building Communities of Specialist Provision Strategy is a multi-faceted and complex strategy incorporating the fields of education, construction and the LA'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. 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 LA 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 had some impact on the 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 LA 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.

Global supply chains have been severely disrupted. For example, there are 3 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.

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 6 weeks. This means that shipping containers cannot be offloaded from cargo ships, contributing to longer lead-in times.

Following Russia's invasion of Ukraine, the effect on building material supply in the UK is significant. Initial findings suggest higher levels of direct and indirect exposure to some product components through raw materials. Manufacturers currently hold an excess of two to four weeks' additional inventory, but any prolonged supply disruption caused by military action in Ukraine will severely impact the construction industry, with the UK losing 20% of its supply to sanctions. Russia is the third largest steel exporter in the world with Russia and Ukraine net exporters of nearly 45 million tons of steel. A reduction in the availability of Russian steel will no doubt impact steel prices. Russia is also a major supplier of crude oil and gas. While the UK imports just 4% of gas from Russia, UK prices follow the European market and have doubled since the start of the year. As sanctions are applied to energy products, replacing gas from Russia globally will lead to even greater price volatility for energy intensive products.

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.

There has been a significant upsurge in demand as the UK economy emerges from lockdown.

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.

Locally, Lincolnshire notoriously struggles to secure labour and construction management staff (which includes the Council, 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.

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.

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 whole life costs of the programme are £86.794m across the five-year strategy, which started in 2019. This is consistent with agreed budget for the programme, which is supported by secured capital grant funding (Basic Need, Schools Conditions and SEND Provision) and Council agreed funding. The Council approved funding of £15.600m in 2021/22 to support the implementation of the programme.

Measures will continue to be taken to try and mitigate the extent of these cost increases through robust challenge of all costs submitted to ensure best price, however substantiating the impact of this is difficult, but the Council is acutely aware of the inflationary challenges facing capital schemes. The Council collectively through its management and affordability of the capital programme will look to ensure live capital schemes and strategies are fulfilled.

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.

2.4 Progress by Scheme

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 June 2022 and this will be facilitated jointly by the Council 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 by 2023.

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

The Willoughby scheme is now complete has been handed over to The Priory Federation of Academies Trust. The new block was opened on 6th September 2021 and the remodelling completed in March 2022. Willoughby Academy will be able to accommodate 148 pupils when at capacity. The school has admitted 129 pupils and will increase to 148 through a phased expansion over the next two academic years. The new build accommodation block provides 6 additional classrooms, hall, specialist secondary teaching spaces including science and technology, as well as small group spaces and hygiene facilities. There are also new 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 May 2022 and this will be facilitated jointly by the Council and the Trust.

The Eresby School, Spilsby

Construction of the new block is now complete and has been handed over to the David Ross Education Trust and welcomed returning pupils on 6th September. Contractors are now working on the remodelling aspect of the scheme to parts of the original building, and this is due to complete May 2022.

The new build accommodation block provides improved facilities including 5 additional classrooms, hall, ICT and science spaces as well as small group rooms, hygiene facilities and staff and meeting spaces. The existing school will also house 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 the Council 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 well underway on the new block build.

The new block will provide enhanced facilities including 6 additional 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 December 2022.

Lincoln St Christopher's School

Construction of the new primary school on Skellingthorpe Road, Lincoln commenced in January 2022 and is due to complete in Spring 2023, with works to the secondary site following on thereafter. Enabling works have commenced at the secondary (existing) site including the construction of a temporary car park, to allow main works on this site to commence next year.

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

Construction is well underway at The Priory School site including the completed demolition of the Teal House block. This scheme was due to complete in August 2022 ready for opening to pupils in September 2022; however, excessive asbestos on site has delayed the scheme which is now due to complete in December 2022.

The development of The Garth School is complete and existing pupils are benefiting from the improved accommodation.

Once all works are completed, The Priory School and The Garth School will merge to meet the needs of 202 pupils. This process is underway with support from the Department for Education and the merger is expected to take place in September 2022, resulting in the formation of the Tulip Academy.

Ambergate Sports College and The Sandon School

Works to the Ambergate site are now complete and the pupils are enjoying the 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 has been granted. The Community Inclusive Trust are self-delivering this project with assistance and 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. Feasibility studies are taking place with a view to enable the expansion of the Ambergate site.

Horncastle St Lawrence School

A planning application has been submitted for a new build school on the existing Horncastle St Lawrence site, with a decision expected May / June 2022.

The plans propose to build a new school at the back of the existing site and once completed, the existing school demolished to make room for outdoor play facilities and car parking / mini bus drop off. A pre-planning engagement event was well attended by local councillors and residents who expressed their support for the plans.

If planning is approved, construction will commence September 2022 with completion expected September 2023.

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 plans for the school. Work is due to begin on a feasibility study and design process to ensure the school can meet all needs and a capacity of 150 pupils.

Gosberton House Academy

Design and feasibility for this scheme is due to commence April 2022. Whilst not an expansion scheme, the school will undergo remodelling to ensure a wider range of needs can be met.

2.5 SEND Support Structures

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 LA'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 of 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.

Through support received by the Schools' Forum, the LA earmarked £2.000m from the Dedicated Schools Grant reserves underspend to fund the school re-organisation policy during the transition phase. Additional place funding will be supported through the earmarked funding and the High Needs block.

The £2.000m commitment will support the following:

- Fixtures and fittings for the 55 new classroom spaces in accordance with the special schools reorganisation policy (£0.524m).
- New building space / loose furniture through the SEND capital programme), such as installation of new sensory and soft play rooms, medical intervention spaces and specialist teaching facilities (£0.825m).
- Additional recruitment costs (£0.120m).
- Ad hoc Decant costs (£0.094m).
- A commitment to support workforce development for the sector that is to be rolled out to mainstream schools also (£0.143m).
- The remainder will fund the Increase in banded funding to support the intakes of additional pupils (£0.294m). This requirement will be met through a blended approach of remaining monies from the reserve and High Needs block funding.

The re-organisations for Boston Endeavour, Willoughby and Eresby all became operational within 2021/22, and work is now well underway with the Tulip Academy (Priory / Garth merger), which is scheduled to open in September 2022.

At the end of the 2021/22 financial year, a total of £0.646m has been transferred to schools, the majority of which relates to the 4 schools detailed above. This includes funding for 22 classrooms (£0.210m)

As things stand, a further £0.308m is forecast to be spent in 2022/23 financial year, with the main re-organisations being Tulip Academy and Louth St Bernards.

2.6 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 Council 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 the Council and that 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.

The workforce development model will be implemented in a phased approach:

- PHASE 1: Implemented from Summer 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 Lincolnshire Wolds Federation, as Lead Representative for the workforce strategy, has been commissioned to undertake the development and implementation of the learning platform. Design and development are ongoing, and a formal launch of the platform is expected in Summer 2022.

2.7 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 LA, 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, the Council 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.

2.8 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 LA 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.

2.9 Specialist Community Led Panels

Specialist Community Led Panels were launched in the summer 2021 in the Boston and South Holland localities and have subsequently been phased in across the other localities. Attendance at these panels is good, with representation from health and social care services, along with education, the Council and Lincolnshire Parent Carer Forum at most meetings. The panels are chaired by special school head teachers and are proving effective in ensuring children and young people with SEND are placed in the right education setting for their needs.

Each locality has a number of examples of children and young people with SEND whose current setting expressed an inability to meet need and were at risk of requiring independent non-maintained special school placement who, with the support of those professionals involved, have been able to remain in their existing setting.

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, the Russian invasion of Ukraine, Brexit and the unforeseen global volatility in

the construction industry. Boston Endeavour Academy and Willoughby Academy are now both all needs schools and the new block at The Eresby School has been completed and handed over to the responsibly academy trust, on budget and ahead of schedule. Whilst some delays have been inevitable as the LA, schools and our construction partners attempt to mitigate the challenges of disrupted supply chains and a volatile labour market, the wider strategic vision is on track to be implemented in five years from approval as set out in the original strategy.

Delivering such a complex programme in a time of global and national uncertainty has placed additional pressures on an already high-risk scheme. Supply chain inflation has placed a further financial risk on the LA, which is being managed through stringent scrutiny of this priority scheme. The Council is acutely aware of the inflationary challenges facing capital schemes. The Council collectively through its management and affordability of the capital programme will look to ensure live capital schemes and strategies are fulfilled.

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.

Consultation

a) Risks and Impact Analysis

It is important to note the complexity and magnitude of this programme and appreciate the aspirations of the Council and the SEND Alliance and their commitment to such a transformational scheme. Embarking on a capital programme which seeks to enhance and improve fourteen 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.

Ambitious programmes, particularly those which involve expansive capital schemes, are always accompanied by an element of inherent risk but this programme has established a sound governance structure to monitor and manage risk, with effective early warning systems in place. Deliverability within the revised budget is a significant risk which is being monitored thorough existing governance arrangements.

The increase of over 500 special school places undeniably asserts further pressure on the long-term sustainability of an already stretched High Needs block. 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 cost avoidance measures to reduce the requirement on expensive out of county specialist placements, which many LAs across the country are overspending on. It is important for Lincolnshire to continue securing value for money within these demand-led budgets and within the finite funding resource we have available.

Delivering such a complex programme in a time of global and national uncertainty has placed additional pressures on an already high-risk scheme. Supply chain inflation has placed a further financial risk on the LA, which is being managed through stringent scrutiny of this priority scheme.

The construction programme is a collection of fourteen interdependent capital projects. It is highly complex because each project is unique and requires a different property solution, whilst delivering the overarching objectives of the strategy.

Each scheme and school are entirely dependent upon each other, with the strategic model being developed so that all must provide an equitable offer and be equally committed to delivering the strategy. If one school breaks rank, the collaboration could fail. With a mixed economy of Academies and Maintained schools joined together to implement all needs education, though all with a varying range of need and requirements, it is a precarious programme to bring to fruition.

Decision making for the strategy is based on a foundation of sound governance with multiple opportunities for scrutiny and challenge. This Council led programme has robust project management with strong key stakeholder involvement, spanning both Children's Services and Corporate Property directorates. As a result of this robust project governance, it has been possible to highlight rising costs as an early warning, enabling all parties to seek a viable resolution in a timely manner

All capital schemes are subject to scrutiny by Children and Young People Scrutiny Committee prior to approval by the Council Leader, before main works contracts can be progressed. This ensures all schemes are subject to enhanced scrutiny considering suitability and value for money.

The SEND Strategy Governance Board, chaired by the Deputy Leader of the Council and Executive Portfolio Holder, reviews each scheme on a bi-monthly basis to monitor progress and any emerging risk issues.

As a collaboratively developed strategy, the SEND Alliance Project Board has oversight of strategic implementation. It provides the rigorous review of the programme, strategic leadership and is accountable for risk management and monitoring progress. As previously referenced, this will revert to the SEND Education Partnership Board in May 2022.

Corporate Property also undertake rigorous and regular reviews of the Capital

Programme with Monthly Programme Board with the Assistant Director, monthly individual Project Review Board, fortnightly Project 'core team' meeting with Head of Service and fortnightly technical team meeting with Head of Service.

Appendices

These are listed below and attached at the back of the report	
Appendix A	Special Schools Capital Programme Timeline Jan 2022

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	Building communities of specialist provision – Overview - Lincolnshire County Council

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