

SEND Strategy

Appendix 1 - Haslemere Road Respite Care Centre Commissioning Options

Cabinet

12 July 2016

Haringey's SEND Strategy: Promoting fairness, inclusion and opportunity for all

We are working with Stakeholders to develop an overarching strategy:

- To bring **together and join up** all the different strands of work for SEND in **one place and with a common set of principles and vision**
 - at the moment our work on SEND is spread across different Council departments and partner agencies
- To build up a **shared vision and 'buy in' among partners and children, young people and adults with special education needs and disability** when it comes to Haringey's overall approach to SEND and respective responsibilities/contributions
 - we want this to be a strategy endorsed by the CCG, Schools Forum and Haringey Involve
- Help us **prepare for new Ofsted inspection regime** for SEND
 - Ofsted will be looking at our borough-wide approach across education, health and care

What will a strategy cover?



- **Principles:** aspiration, early support (2012) and early help, fairness, co-production and professionalism
- **Effective Commissioning**
 - Joint Commissioning Strategy for Children and Young People with Haringey CCG
 - Haringey Travel Policy
 - Haringey's Assistive Communication Pathway
- **Promoting inclusion in our communities**
 - Inclusion and accessibility across Haringey's schools, early years and further education settings
 - Independence promoted to the fullest extent to engage meaning fully in leisure, independent living and employment
 - Equalities considerations in all public policy and service delivery decisions
 - The local Parents Forum
 - Disability champion for Haringey
- **Embedding a new framework for education, health and care support**
 - Information, advice and guidance, and the Local Offer
 - Identifying SEN and role of early years and schools
 - Education, health and care plans
 - Care and support plans
 - Safeguarding

Options review into Haslemere Road Centre

- The Haslemere Road Respite Centre is a 6 bed detached house based in a residential area of Crouch End, North London.
- The centre's primary role is to offer short breaks to 44 disabled young people from 10 to 17 years old in a variety of forms.
- The Centre currently has an Ofsted rating of Requires Improvement
- For 2015/16 the Centre was **overspent by £135k** (a reduction of overspend from 2014/15 of £80k) for a budget of £400k/year.
- The Centre has been evaluated by Corporate Property and the rental **valuation is c£71k/pa whilst the capital value is £2.9m.**
- We have met with **5 Providers ranging from the Private and Voluntary Sector** in order to do soft-market testing.

Options Considered

We have carried out an options appraisal of the provision at the Centre to determine how best to ensure provision of respite in the borough going forward to support families to stay together and to offer breaks to parent carers.

1. Continue to develop the Centre as In-house Provision
2. Commission the Centre through an alternative provider
3. Close the Centre and dispose of the asset.

Haslemere Road Respite Centre – Current Use



- Current Packages at Haslemere:
 - **Weekend residential breaks** - Up to 6 young people at a time stay at the centre participating in a range of activities. From Friday 4pm to Sunday 4pm
 - **Weekend day activities** - Young people attend the centre during the day either on Saturday or Sunday for activities. From 9am-4pm
 - **The club** - This is a club for up to 6 young people at a time who are on the autistic spectrum (every fortnight) or for Complex Needs (every fortnight). It is run on Wednesdays for 13 weeks at a time.
 - **My independence** - This is a club for young people with disabilities (from 14 to 17) who are at the transition stage moving towards adulthood. It will run for 26 weeks at a time. Every Thursday between 4.30-7.30pm.
 - **Holiday Play schemes** - We run a variety of play schemes throughout the year.
- The Centre currently runs at a cost of **£365k per annum for Overnight Stays** and **£170k per annum for the Day or Evening Activities** (hourly rate between £35-£40/h)

Continue to develop the Centre In-house



Benefits	Financial Implications
<ul style="list-style-type: none">• Keep an internal resource and be able to manage the prioritisation of cases and acceptance criteria.• Keeping the Centre Local, as Parents really like it.	<ul style="list-style-type: none">• Based on 2015/16, the centre will be running at a loss of £150k/ year.
Risks	Issues
<ul style="list-style-type: none">• That the Ofsted ratings do not improve.• The budget will not be brought to balance.	<ul style="list-style-type: none">• The building is not being utilised Mon-Tuesday and during the day on Wednesday, Thursday and Friday.

Commission the Centre as through an alternative provider

Benefits	Financial Implications
<ul style="list-style-type: none"> • Better quality provision. • Better Value for Money • Keeps the Centre Local, which Parents really like. • More flexibility to review our offer in the future, including extending the use of personal budgets. • Being able to manage the prioritisation of cases and the acceptance criteria. • Other boroughs could use the centre, we could negotiate preferential rates. • More likely to be a sustainable model for the provider, as they can develop a business model that fully utilises the asset, without relying on Haringey for full funding. 	<ul style="list-style-type: none"> • The centre could present savings of £150k/ annum on overnight packages and £58k on day activities (based on current usage). • Possibility of £71k/ year rental income • Funding will follow the individual costs, not sunk into a setting.
Risks	Issues
<ul style="list-style-type: none"> • Supplier might default or increase • Offer may not meet local need or parents' requirements. 	<ul style="list-style-type: none"> • The arrangements for use of the building will need to be negotiated with a future provider • There could be opportunities for the new delivery site to provide space for more integrated assessment and provider functions

Close provision and dispose of asset

Benefits	Financial Implications
<ul style="list-style-type: none"> • Capital Receipt • Increased use of Personal Budgets and choice. 	<ul style="list-style-type: none"> • Capital receipt of £2.9m • Whilst the overspend might disappear, alternative respite care will still be required (at a cost)
Risks	Issues
<ul style="list-style-type: none"> • More expensive packages on spot purchase from other suppliers • We might not have sufficient capacity for provision of short breaks (currently only 20 spaces available at nearby providers for the rest of the year). • Increased Travel Costs 	<ul style="list-style-type: none"> • Does not fit with the 'Stay Local' Agenda. • Families really like the centre and want to keep on using it. • Families who don't use the centre want access to it.

Recommendation

- The recommendation to Cabinet will be **Option 2 – To Commission the Centre through an alternative provider** as it presents:
 - Better value for money in terms of both quality and price
 - A valuable opportunity to keep the provision local and to support more families to support their children and young people in the borough
 - Responsiveness to parents' needs – most families using the Centre are from the centre and east of the borough
 - Flexibility to review the nature of the provision in the future
 - Capacity for other local boroughs who need to commission respite

Timeline

Date	Activity
9 June 2016	Consultation Event with Parents at the Centre
12 July 2016	Cabinet decision
August 2016 – April 2017	Implementation