

Surrey County Council Cabinet 17 December 2013



Report of

Mel Few

Cabinet member for Adult Social Care



Lead officer

Sarah Mitchell

Strategic Director for Adult Social Care

ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE

About this issue:



In October we showed the cabinet three options for the future of in-house day services.

We asked for permission to look at whether starting a Local Authority Trading Company would work for our services.



The Cabinet agreed that we could write a business case to help show how much money we can save and how many people we can help support.

Business Case: explains how the business will run and looks at information to see how much money a business may make.



This paper explains our business case, how much money we think we can make from selling services and what the council can gain from creating a company.



In-house: this means services Surrey County Council runs itself and includes day services, EmployAbility, Shared Lives services and assessment and planning support for people with disabilities.

Cabinet: The Cabinet is made up of eight county councillors. Together they are responsible for all the Council's major decisions, policies and budgets. They are accountable to the main council for their performance.

Members of the Cabinet



David Hodge
Leader of the Council



Peter Martin
Deputy Leader



John Furey
Transport, Highways
and Environment



Linda Kemeny
Schools and
Learning



Michael Gosling
Public Health and
Wellbeing Board



Helyn Clack
Community Services



Mary Angell
Children and
Families



Denise Le Gal
Business Services



Mel Few
Adult Social Care



Tony Samuels
Assets and
Regeneration

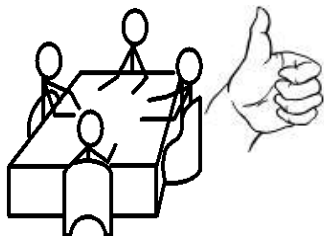
Recommendations

We want members of the Cabinet:



1. To agree that we can create a Local Authority Trading Company – we think it is the best option for the future.

Local Authority Trading Company (LATC): is a company owned by the Council, but run as a separate business. This means that the company will be able to do things differently and sell its services to others.



2. To give the council's Shareholder Board permission to set up the company and hire the Directors so that we can start to sell services in April 2014.



3. To agree a contract with the company to support people for Surrey County Council for five years.

Together we will look at the contract after three years to check we are doing a good job.



4. To agree that the company can borrow some money to:

- start running the company
- buy the equipment and services it needs from the council.



5. To agree that we can start to talk with staff, Trade Unions, other organisations, people we support and their families and carers.

Reasons for recommendations:



The company will help the council save £1.437 million while it supports people for the Council over the next five years.

£1.068 million of this could be saved by changing the way we work without becoming a company. £369,000 can come from setting up a company.

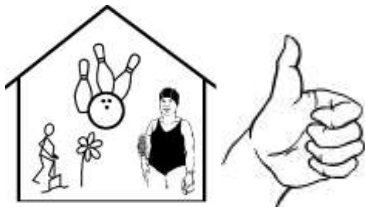


We think that creating a company will allow us to keep running services and improve them in the future.

Our business plan shows that we want to:



- offer people person centred support



- run services that people like and trust in their communities



- start new services in the community for people when they tell us they need them - at a good price



- support people who need help now and in the future



- sell services to people who want to spend their personal budget, or people who pay for their own care

Setting up this company is a good way for Surrey County Council to test how well the idea works.

It could show the council selling other services like computer or property services, that could also help save money in the future too.

Details

Background

1



In 2009 we asked the people who use services, their carers and families what they thought about our services.



In 2012 the Learning Disability Public Value Review showed that people liked our services but we still needed to make some things better:



We showed the Cabinet a paper in October this year.

It looked at ways we can make the changes to services that we need to, and how we could run day and community support services for adults with disabilities in the future.

Information:

Day and Community support services

Offers

- leisure and wellbeing activities
- social and networking opportunities
- learning, volunteering and work opportunities
- evening breaks.



We support about **790** people. Our services cost **£6.8m** to run each year, not counting property costs.

The AboutUs Team

Offers

- Accessible learning and communications support
- IT access in day services

Our services cost **£0.2m** to run each year.



EmployAbility

Offers

- Support across Surrey to people with disabilities (not people with mental health needs) to find work, volunteering, and training opportunities
- Training courses



We support about **650** people.

Our services cost **£0.9m** to run each year.

Shared Lives

Offers

- Support to people looking to live in a family home
- Support to families and people who would like to support someone with a disability to live with them



Our services cost **£0.2m** to run each year.

The Personalisation Team

Offers

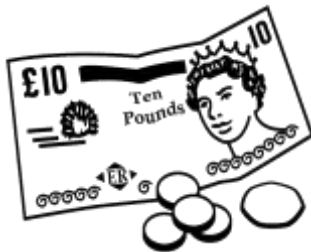


- Support to groups and individuals who use our in-house services to help them complete their Supported Self Assessments
- Support to people so they can use their personal budgets
- Support to people who want to plan their support using community support networks

Our services cost **£0.4m** to run each year.

2

These services will all be in the company from the day we open.



The total cost of running all these services is **£13.7million** each year.



We have about 273 **full time** staff posts including managers.

We employ 294 staff including people who work part time.

3



We did not include the residential homes for older people and people with learning disabilities in these plans.

We would need to spend a lot of money on the buildings for them to be able to 'sell' their services or trade.

4

We looked at three options, and checked how well each option would help us to:

- ✓ support people who need help
- ✓ keep running our services for a long time



- ✓ sell services to make money for Surrey to use to help others

The three options we looked at were:

1.



1. Stay the same

2.



2. Surrey County Council would stop running its own services and ask other companies to provide people with support

3.



3. Start to run services differently by creating a company

5



Our research and report showed that the best option is:

To start to run services differently by creating a company

This is the best option because we could:



- keep running our services as a company for a long time, making some money to keep them safe from cuts



- help more people who do not get care and support from Surrey County Council



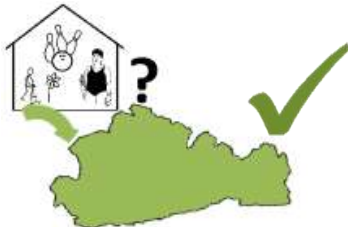
- make money for Surrey County Council, which can be used to help more people, offer more services



- easily start new services or change services for people - at a good price



- keep our skilled staff and Surrey's trusted brand



- As the Shareholders, the County Councillors would have a say in what type of services are provided in Surrey

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Sarah Mitchell asked the Cabinet if she could start writing a Business Case because we can do all these things as a company.

7



The council's long term plan is to:

- make sure that we can keep good quality services that are good value for money for people and businesses in Surrey
- make money to help support more people.





We think that creating a company will allow us to keep running services and improve them in the future.



A lot of people who use our services, their families, carers and staff have told us that this is important.



Starting the company is not just to make money or to change services.

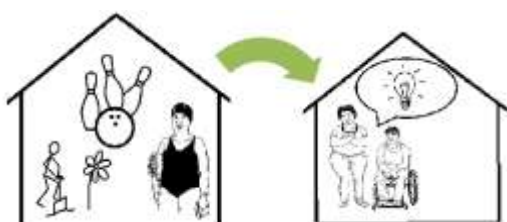
We want to be able to:

- keep running services
- create services that people tell us they want and need
- create services that are local and valued.



Business Benefits

The Business Case shows that the company will help people who use services and people who live in Surrey because:



- It will allow us to keep services open and create new types of support to meet people's needs.



- We will be able to sell services to people with personal budgets, or people who pay for their own care and are not supported by Surrey County Council at the moment.



- We will be able to start and design new services in the community directly with people with disabilities.



- We will be able to carry on making changes to Adult Social Care to make our services more person centred, better quality and value for money.



- We may be able to make some money over the next five years. We can give back to Surrey County Council or spend it on making our services better, or maybe offer more services for people with disabilities and their families.



- The company will be able to create new and different types of services to make more money in the future.



- When the company is running the council will be able to see if this idea will work for other services.



- Councils all across the country have less money to spend on services. The company will help Surrey County Council save the money it needs to.

After five years the new company may have saved more money than was planned - this could really help make sure there are services for everyone who needs them.



- The new company will be checked against other businesses – so will have to be well managed and offer good services.

We will try new ways of working and we will have to keep making services better so people want to buy the support and activities we are offering.

- We will buy services from other council departments like staff support, computers, property services, and payroll.

This could also help other departments in Surrey County Council save money.

It will also help the council think about at how it may be able to sell these types of ‘back office’ services to other companies.



Back Office Services – these are the support services that we need to run our activities and buildings – but that we don’t employ staff to do. Example: If we have a roof leak the Property Team arrange for a builder to fix it, we just pay the bill.

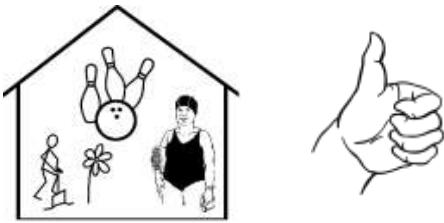
Lots of councils across England are now offering these types of support services to other businesses in their areas

Starting a company is a low risk for Surrey County Council.

This means it isn’t dangerous for the council as:



- We do not have to spend lots of money to set up new services - we already have our buildings and staff
- We will start off with a group of people using our services - many people who will use the services offered by the company are already using them – and will be paid for by Surrey County Council
- Because we will start the company with services that are already running, (this means that we will be able to keep services open and continue to offer good quality), people with disabilities won’t



suddenly be left without any support.

Going forward people may want to make different choices, but at the start of the company they will probably not notice a change.

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We will have a five year contract to run services. We will review the contract with Surrey County Council, to see how we are doing after three years.

This will:

- Give us enough time as a new company to grow our business, without the council having to agree to buy our services too long.

At the three year point Surrey County Council may want to spend its money in a different way, or they may want us to change what we offer. That is why there will be a review.

The first three years will be a busy time for the company. We will need to regularly listen to what the Commissioners tell us they want, what the people who use our services and their families are asking for, and we need to be ready and open to changing the way we work.



Commissioners – are staff who work for Surrey County Council Adult Social Care Department.

Commissioning is the way local authorities, in partnership with other people (including people with disabilities and carers, the NHS, district and borough councils, and service providers) decide how to spend their money to get the best possible services for individuals and communities.

Three years:

- Gives us enough time as a company to grow our business before bidding against other companies for the money Surrey County Council has to

spend on care services.

- It allows us to change some of our agreements if the business is doing well - as long as we follow the laws about writing contracts.

What we want our services to do

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We want to support people for the whole of their lives, when they need it, where they need it.

We believe people with disabilities should be able to live their lives the way they want to and should be able to:



- Work & volunteer



- have friends and relationships



- join in with everything going on in their community





The company will offer day services and community support for people of all ages and levels of support needs.

We will also offer people assessment and planning services.

We will offer a choice of flexible services that people can buy.

We want to build on the work we do now and offer more services:



- that support people when and where they want



- that support people in the best way to meet their needs - and only offer flexible service that can change when people need or want them to change



- we want to work with people who use services, their families, carers and other support staff to start very person centred services that can support people for a long time



- we want to work with partners to start new types of support. We want staff to come up with ideas as well as working jointly with other companies – we want to learn from each other so we can do the best work we have ever done!

Our values

We will be:



- **Personal** – making sure people have the choice and control they want



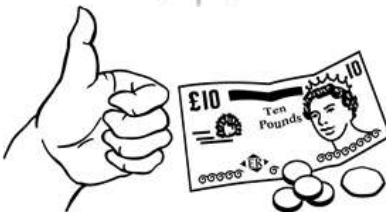
- **Flexible** – making sure we offer different types of support for people to choose from - that we can change quickly to make sure people can have their needs and wishes met



- **Local** – we will support people to join in their communities



- **Trusted** – safe services where people are supported by skilled staff



- **Value for money** – services that do not cost too much money to run, but are good quality and sold at a good price



- **Collaborative** – working with partners and local communities; supporting them to support people.

We will make the company bigger by:



- making services better for people we already support at a lower price



- slowly start to sell services to new people and do this more in the future



- start new types of services for people in their communities.

Here is a list of people we plan to sell our services to, and the types of services we can offer them.



We will sell our services to **people who have their care paid for by Surrey County Council or other local authorities but do not use our services:**

- 100 young people with high support needs leave school each year
- more people with dementia, autism, profound and multiple disabilities and older people are looking for support services
- and 2000 adults with a learning disability known to Surrey County Council who are not yet supported by us.



We'd like to sell this group:

1. Group activities that people tell us they want and need, the Personalisation and Assessment Team will help us create these
2. More options for employment and volunteering
3. More evening and weekend activity options
4. More ways for people to use our services and buildings when they like - like being able to 'drop in' when they want to
5. A choice of assessment, planning and coordination options.



We will sell our services to **people who do not have care paid for by Surrey County Council but have their own money to buy services:**

- There are a lot of people who pay for their own care including older people
- 55,000 adults in Surrey have a physical disability



We'd like to sell to this group:

1. a choice of assessment, planning and coordination services
2. short breaks
3. special / planned day opportunities
4. a registered Personal Assistance and support service (1 to 1 care)
5. travel training

We will sell our services to **Commissioners and other organisations**



- The new Care Bill means that local authorities will support more people with assessments
- The NHS will soon start to give people their own personal budgets
- More assessments and care planning checks are needed since Winterbourne View.

We'd like to sell this group:



1. assessments, planning and coordination
2. independent safeguarding investigations
3. accessible communication services and products
4. training and supervision for personal assistants.

We will sell our services to **Local communities**

We will base our services in local communities and support everyone to use the shops, leisure centres, theatres, cinemas, libraries, transport and other provider services in the local community.



We'd like to sell this group:



1. Support to arrange services in each local area - working with other companies to set up services that people want
2. Help for individuals to find the support they want and need in their local area
3. Help for people to make the best use of the support their family, friends and community can offer them (Social Capital).



The Draft Business Plan called **Annex One** explains our vision for the development of the company.



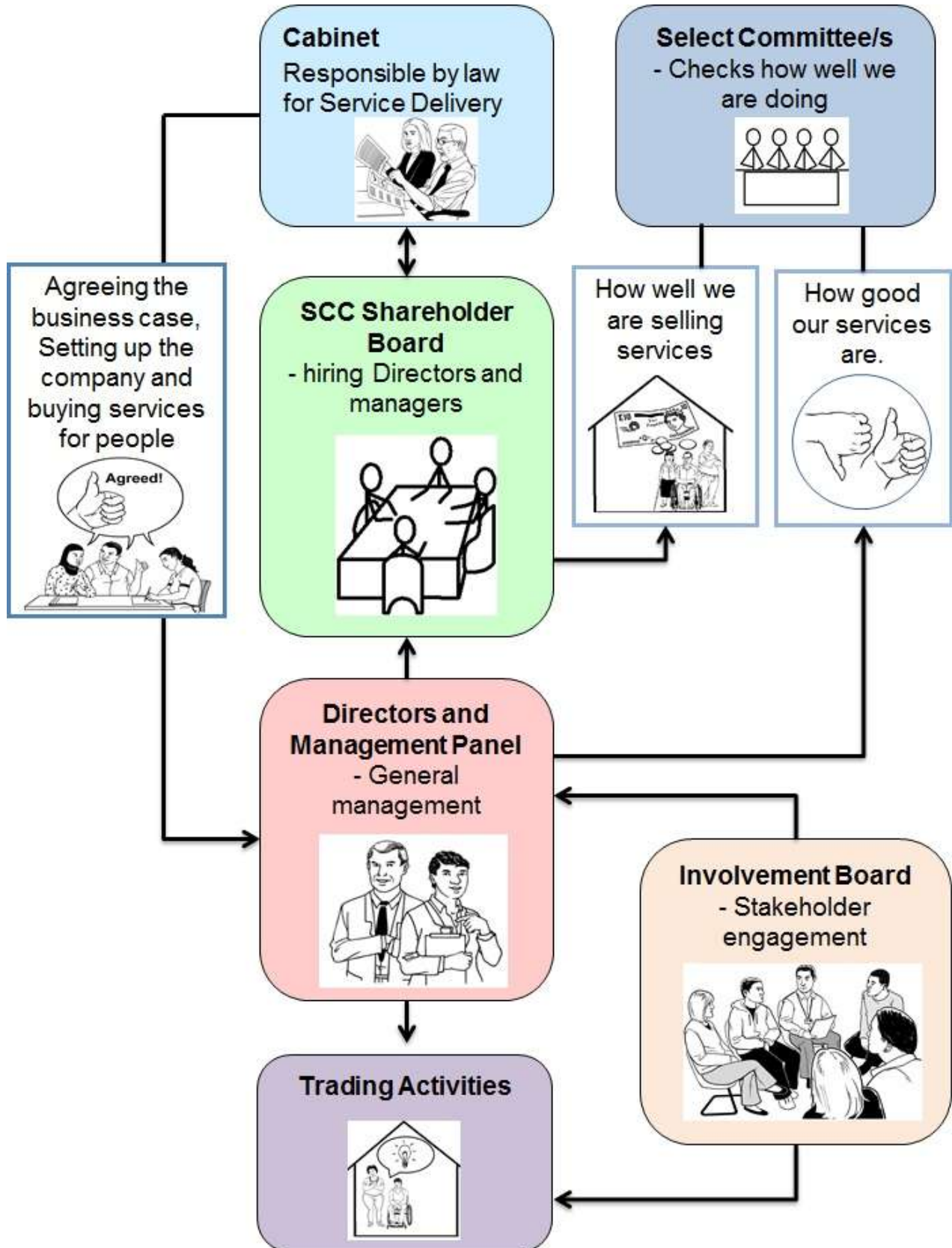
We will ask people we support, their carers, families, staff and other companies involved what they think about our plan while we set up the company.

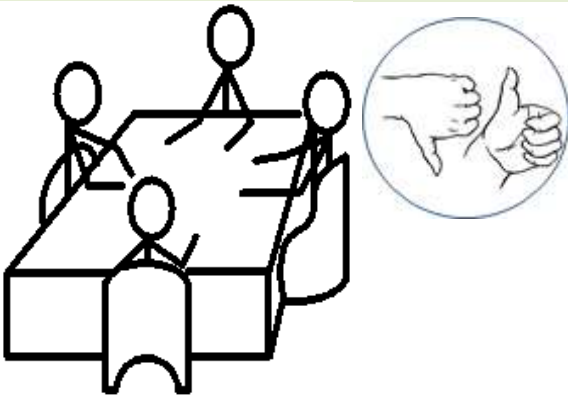
The Council's Shareholder Board will need to agree The Business Plan after we have finished talking to everyone.



The company will be separate from Surrey County Council, but will be owned by Surrey County Council.

This picture shows how it will work





The Shareholder Board will make decisions about how the company runs.

The board will check that the company is running good services in a way that the Cabinet and Surrey County Council want.

They will also hire Directors for the company.



The directors of the company will decide:

- how the business grows
- what it sells
- staff - their pay and contracts
- policies and procedures
- how the company is run day to day.

The Shareholder Board will make decisions about how the company runs. It will decide:

- If any shares are sold

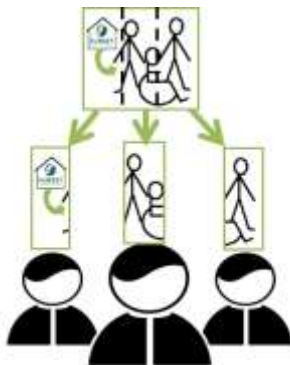
Shares are the bits of the company (the amount it is worth) divided into equal parts – each part = 1 share.

Shares can be sold to other people to make money.

This means the company can be owned by a group of people - if you own a share, you own part of the company.

If the company makes any money all share holders get some of it.

- How much money is paid to people who own the shares
- Hiring or firing of Directors of the company
- If the company spends large amounts of money on new buildings, equipment or staff.



The company will ask the people it supports to help design and plan how the company runs.

This **Involvement Board** will talk to the Local Authority Trading Company Board to help them plan how the company will run.

The Involvement Board will be:

- people with disabilities who use services
- family carers and personal advocates
- paid staff and volunteers who work within the organisation.

We will find ways for everyone to become involved.



The company will talk to other professionals when they need to - to help them make good decisions.

- lawyers
- care specialists
- health professionals
- business people – entrepreneurs.



The Business Model

The company will have a contract with the Council from the Commissioners.

The company will have to show:

- how well we support people
- how we measure and improve services
- how we measure and improve quality of services.



This contract will pay for:



Day Opportunities and Activities

- specialist support for people with complex needs, dementia or autism
- activities in the community
- evening breaks and holidays
- volunteering projects
- AboutUs accessible learning / technology
- transport to and from activities.

People who use services will be over 18 with:

- a learning disability
- a physical disability or sensory impairment
- people who get support from the Council.



EmployAbility

- help to find work, job coaching and support
- help with volunteering
- job clubs.

People who use services will be:

- any adults who get support from the Council, except for people whose main support need is mental health
- young people in schools and colleges.



Shared Lives Service

We will support any adults who are able to get support from the Council - including older people

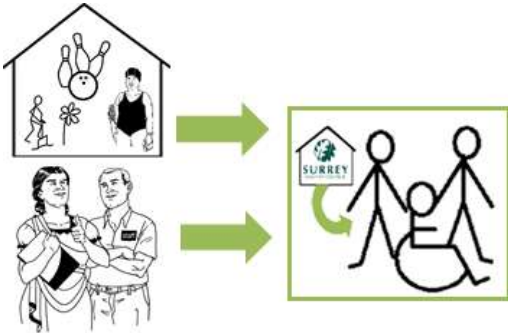


Assessment and Support Planning

- reassessment
- reviews
- support planning.

We will support all adults who use Surrey County Council's in-house services.

To set up the company we will:



- Keep staff and services as they are – we will have plans to slowly make changes in the next 3 to 5 years.
- We will try to make sure that the services and staff that are staying in the Council are affected as little as possible.

Our plan is to make sure that the company and Surrey County Council are both able to keep running good services.



The company will be able to make changes once it has started running outside of the Council - and when we know more about what is needed to make the business better.



Pension arrangements for all staff who work for the company will be as good as they are now. People may be part of the Local Government Pension scheme or the Teachers Pension scheme – or an alternative that has the same benefits.

Pensions are very important so the Council may want to look at the pension scheme as a separate issue to think about what the company can offer new staff who join after it is set up. This is something we will look at more as part of our consultation while we write the final business plan for the company.



The company will buy some Back Office services from Surrey County Council:

- **staff support** – human resources and training
- **procurement** - helps to buy the equipment and services we need
- **finance** - support with money, budgets and accounts
- **property** - support with buildings, repairs and maintenance
- **IMT** – computers and phones
- **legal**– to tell us how to follow the law
- **shared services** – to help pay bills and pay staff
- **communications** – to help us keep people informed / advertising.

When the company starts we will have agreements for how each of these services will be supplied.



We have tried to work how much of these services we need - but the amounts may change.

We will have agreements that check:

- how well services are working for us
- how much work services actually do for us
- what we can do if services do not give us the support we need.



Once the company is running we will check how well these services are supporting the company every three months.

Checking this will also help us to create better services that people want – and may save money.



Surrey County Council will still own all the buildings that the company will use.

We will pay rent to use the buildings. The business case looks at these costs.



The company will look at how well the buildings and offices work for it.

It will check that the price for using buildings fits in with the business plan.

Consultation



We are not planning on changing services that wider groups of Surrey residents use, so we do not have to have a formal public consultation to find out what they think.



We have planned how we might find out what the people who use services, their carers, families and the staff think about the creation of the company and how we talk to them while it is running.

A proposal about how we will find out what people think about this report is called **Annex Two**.

It shows what we have already done to talk to staff, the unions and people from the Learning Disability Partnership Board.



We have asked people what they think so far.

We talked to staff. They asked lots of questions. These have been put in a list with a set of answers about the plans.

We met with Trade Union Representatives.

We met the Learning Disability Partnership Board on the 7 November to discuss the plans, and find out how they would like to be told about changes.

We have shown staff, managers, the Learning Disability Partnership Board and the Empowerment Board where to find the Cabinet report on the website.

We have written a list of questions and answers for people who use our services, their families and carers and our partners – so they can find out more. This list will grow in the coming months as people ask more questions.



If we get permission to start the company we will have a formal and legal consultation with staff and Trade Unions.



The Project Team will look at how to manage the risks while the company is set up.

Some risks that we have thought about are:



- People asking us to prove that our business case or contracts are fair and correct.



- Staff may leave while we change to the new company - this could make it harder to run services and may make other staff unhappy.



- Not enough staff are available to work on creating the company for it to open in time.



- This is a change to how we run services - this could have a bad effect on our services while we are changing to the new company.



- We will need to look at which services should pay VAT - we will also need to look at how services that are regulated work with services that are not regulated, and how the Personalisation Team is separated from delivery services.

VAT – money you pay to the government when you buy goods or services. It is usually included in the total price of things.

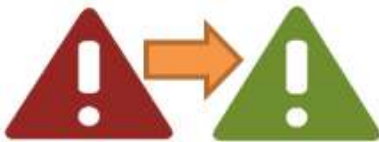


- We will need to look at our agreements to use buildings that are not owned Surrey County Council, so that we can use these buildings at a good price.



These risks could:

- stop us opening on time
- mean that we have to make changes to our business plan.



We could lower the risk by:



- Having a clear plan to set up the company, which will help us make sure we have the staff and equipment ready at the right times.



- Having a clear Communication and Engagement Plan, which will help us ask the people we support, their carers, families and staff what they think.



Risks that we have when the company is running will be managed by the Directors and managers.

These could include:

- Managers moving to the company may not know about running businesses – it could take time for them to learn how to do this.



- The new leadership team may not have the skills needed to follow the business plan and meet our goals.
- The Draft Business Plan does not have plans for unexpected problems.
- Any long delays or changes to the Care Bill could affect the services that the Personalisation team can sell.

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This is the first large company that the council will create.



There are risks with:

- setting up the business and meeting our goals
- running the services we provide to support people.

Financial and Value for Money Implications

40

This report explains how the council's finances will be affected – it shows that it will be good for the council to set up a company.



The Draft Business Plan shows how the company's accounts are likely to look - it shows that it can be successful as a company.



Accounts – a report that shows how much money a company spends and makes.



The council could make £369,000 in the first five years. This is not a lot of money, but there could be other benefits too:

- The company will be able to make more money in the future.



The money needed to start the company is based on keeping services as they are, and keeping risks low.

Once the company is running and we know what types of services people want we can create new types of support.



- The company is a good way for Surrey County Council to test how well running a trading company will work. It will test if selling other services will save money.

The company will be set up with shares worth £100.

The council will lend the company two amounts of money:

- a five year loan of up to £700,000 to pay for the cost of setting up the company and buying equipment from the council. We will pay interest on this loan.



Interest - is the money that you pay on top of the money you owe – it is to pay for the time that you have the money.

- a loan of £2 million to pay for the day to day running of the business. This loan can be repaid and re-used as often as we need to.



The cost of paying for the interest on the loan is included in the profit and loss forecast.

Profit and loss forecast – a report that looks at how much money we could make or lose while running the business.



The way we plan to start the company is a low risk.

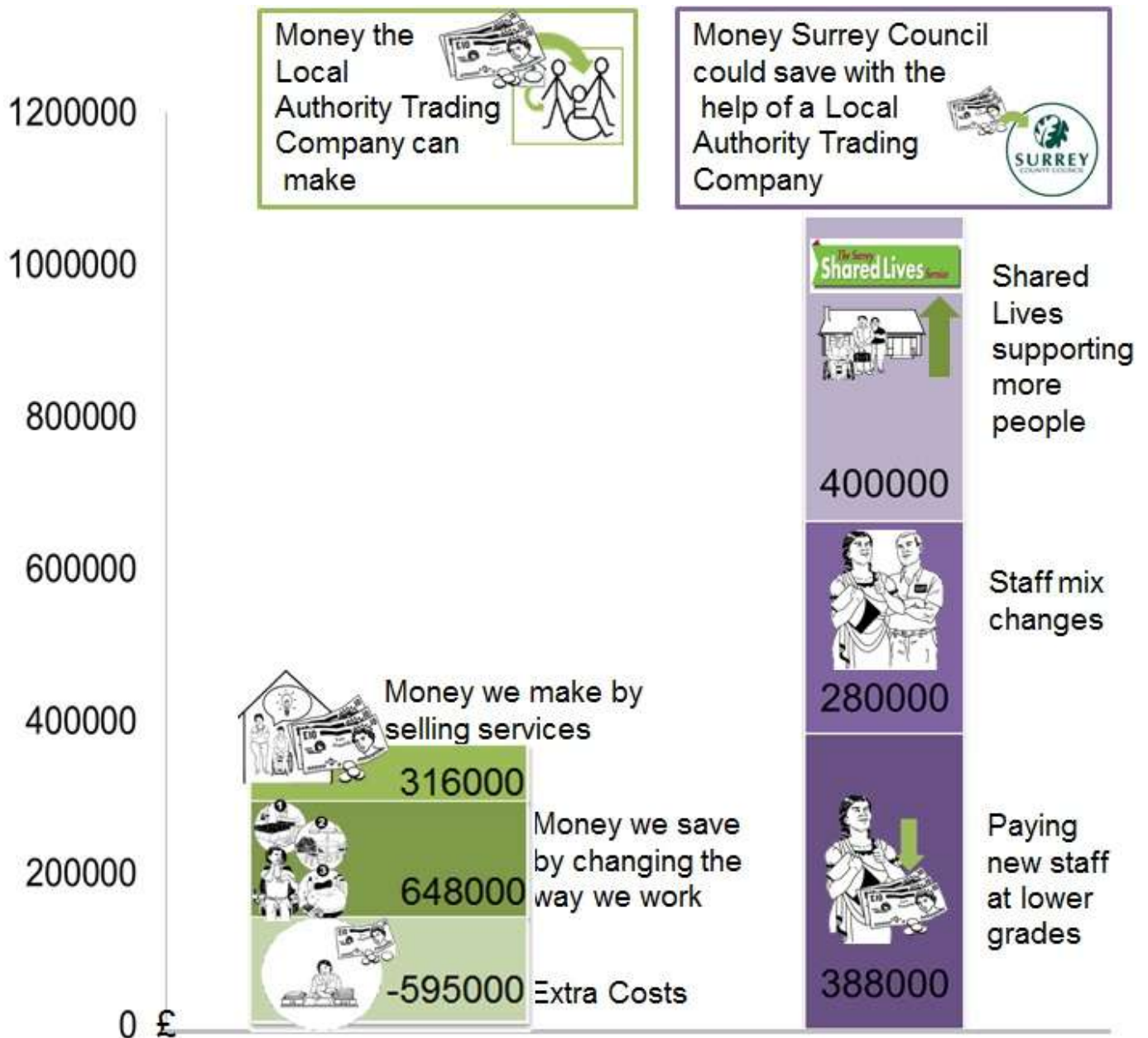


Using the Local Government / Teachers Pension schemes helps to keep risks low because we do not need to set up a new scheme or save money in case the new scheme does not work.



By saving some of the money we make (profits) we can use it if we have any problems when we try to start new services, which may have more risks.

The table below shows the money we can save over the next five years.





There are three main types of money that the council and the company can make.

Some of these are savings that could also be made if services stayed within the council.

These savings aren't counted as reasons for becoming a company - but they are still good for the council and the company.

i.



There are things that the company will pay Surrey County Council for:

- buying services from Surrey County Council
- renting buildings from Surrey County Council.

We have included these costs when looking at how well the business will work.



There are savings that the company could make, which we could also do if we stayed in the council.

Becoming a company will help us to make these changes quickly, but these changes are not seen as the main reason to set up the company.



We could use our buildings better, or move to better buildings that are a smaller size, and in people's local communities. This can help us save money.



This would help us to create a business that is similar or better than other companies.

By being a better company we'd have the chance to save money and help Surrey County Council.



We could help Surrey people by selling services at lower prices.



There are some savings and new money that we can only make if we set up a company.

- we will be able to sell our services to more people and make money
- as we sell our services to more people we will be able to make our running costs lower

Some of the money saved will be spent on making the business better- the rest will go back to Surrey County Council.



This is how looking at these three ways of making or saving money helps the Cabinet to decide whether setting up a company is a good idea:

- The Draft Business Plan shows the money we will pay Surrey County Council for services and buildings.

It shows how the company will have to pay for the costs of running the business and how it will make less money, but will still help Surrey County Council to save money.



- The second type of saving can help the company and Surrey County Council, but we could also save this money if we stayed in the Council.

- The third way of saving money helps the company and Surrey County Council.

The amount of money we think we can make over the next five years by selling services is not a large amount because we do not know how well the company will work.



We think we can save **£1.4 million** over the next five years.



We can only say that £369,000 of these savings will come from setting up the company.



The effects over five years from setting up a company are small but are good for the company and Surrey County Council.

Starting a company could help us to make more money in the future and will help Surrey County Council because they will not have to run services.

Because of these reasons the idea to set up a company is a good idea and good value for money.

Section 151 Officer Commentary

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Sheila Little

Section 151 Officer – is the person within the county council who has a legal duty to make sure the Council spends its money sensibly and doesn't break any laws.

Sheila Little is the 151 Officer and she comments on every new change idea that goes to the Cabinet for approval.



All the finances and risks have been looked at. The pensions will need to be looked at more while the final Business Plan is written.

Our plans will help us to save £1.068m over five years, which is what we could maybe save without setting up a company.



The company will make £163,000 over the next five years by selling services in a new way.

In total, the money the council can save by starting a company, that it would not get if services stayed in-house, is £369,000 over five years.

We can keep services open, with low risks and do not need to spend money to set up the company.



The sums do not show that we will make lots of money and we need to think about other things that make this a good decision:

- we may be able to sell a lot more services in the future.
- we may be able to sell other Adults Social Care services through the company once it is running.
- this is a good way to test how well a company will work for Surrey County Council.

Surrey County Council wants to use less money from council tax and grants to run services. They want sell services to make money.



Setting up a company is the first step to doing this.

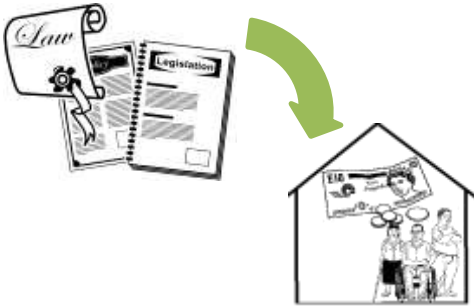


Legal Implications – Monitoring Officer

Head of Legal and Democratic Services

Ann Charlton

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The Local Government Act 2003 says that we are allowed to start a trading company if it helps Surrey County Council to assess and support people who need help.



It says we must write a business case and the Cabinet need to agree it before an company can start.

The business case must show:

- what the business will sell
- what money, buildings, staff and equipment are need for the business
- what the risks there might be for the business and how big these risks are.
- how much money the business might make
- what the business will to do.

55



The Cabinet needs to follow the rules when they make this decision. They need to think about the good and bad points and the risks.

The Cabinet also needs to think about Surrey's taxpayers and what would offer them the best value for money.



They need to think about how their decision will:

- stop discrimination, harassment, victimisation
- make things more equal for people
- help all people to get along.

They need to think about what is best for staff and the people we support.

56



The company will offer services to people that Surrey County Council needs to support.

We will also be able to offer services to people who pay for their own care. Our business plan shows that this will be a small part of our business and our main work will be supporting people for Surrey County Council.



If the company is owned by Surrey County Council and sells most of its services to the Council, Surrey County Council will be able to buy support for people who need care from the company without having to get quotes from other companies. They are looking to do this for at least 3 years at the start of the company.

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The law says that the council cannot ask outside companies to do assessments for them.

The Personalisation Team in the company may be able to help Surrey County Council with its care assessments if the Care Bill is agreed in Parliament.



Until the law changes any work the Personalisation team does will need to be checked by the council. This will be part of the contract.

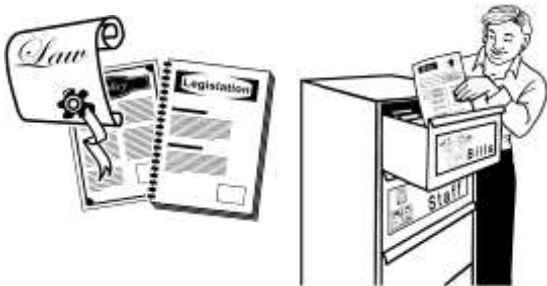
58



Surrey County Council will need to charge the company for using its services, staff and buildings at a price that really covers the costs – this is to show that Surrey County Council is not helping to pay for company costs in any way.

This is very important – it shows that the company is selling services in a way that is fair to other companies.

59



The company will have to give people information about their business and how we are running the company, if asked.

This is called a Freedom of Information request.

We also have to keep people's personal information safe – this is part of the Data Protection Act.

We will have to follow all laws and policies.

60



We are not planning on changing services that Surrey residents use, so we do not have to have a formal public consultation to find out what people think.

We will look at the impact of our plans on different groups of people when we write an Equalities Impact Assessment.

61



Legal Services will look at how our plans fit in with the law as we write our business plan.



To make sure that we create a service that is fair and accessible to everyone we have written an Equalities Impact Report. **Annex 4**

We have looked at the effect our planned changes might have on different groups of people, particularly vulnerable people in Surrey.

Information that we used to help us complete the form.



- information about the people we already support
- information about staff from lists of who we pay and our computer systems
- information about people we can sell our services to in the future, from the Draft Business Plan
- information from the Learning Disability Partnership Board
- information from our consultations in 2009 and 2012 has helped us to help write our plans.



Our plans are following on from the work that was already going on to make services better.

Good and bad effects of our plans on people.



The draft business plan shows that we can make service better for the people now and in the future.

We can help:

- older people
- young adults with disabilities
- more people with disabilities.

We do not think that our plans will have a bad effect on people because of their age, gender, disability, race, sexual orientation, pregnancy, religion, marriage or because they are carers.

Our report shows some good points and the risks.

Changes we have made to the plans because of the Equalities Impact Assessment



We have added ideas to our Communications and Engagement Plan to make it as accessible as possible.

Main ways that we will prevent these risks.

The Communications and Engagement Plan will help make sure that the people we support, their carers and family and staff know what is happening and can tell us what they think while we are creating the company.



We have / are planning:

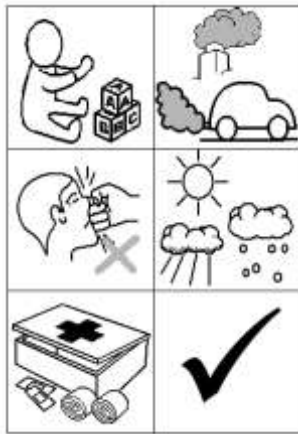
- easier to read information
- meetings
- visits
- radio / video information
- website information.

Once the company is up and running, the Involvement Board will make sure that people will still be able to tell us what they think

Bad effects that we cannot change or prevent.



We did not find any bad effects that we cannot change



We have looked at how the company could affect other areas:

- Corporate parenting/ looked after children
- Safeguarding responsibilities for vulnerable children and adults
- public health
- climate change
- carbon emissions.

We feel there won't be a major impact from this change



A team of people are ready to start working on creating the company if the Cabinet agrees with our business case.

The team will look at:

Getting us ready to be a company - how we will work

and

Selling our services – how we do it and the laws we have to follow.



Finance – What will charge for our services, how much everything will cost and how we plan to pay for this.



Day to Day operations - Our buildings, computer systems, forms, and referral processes.







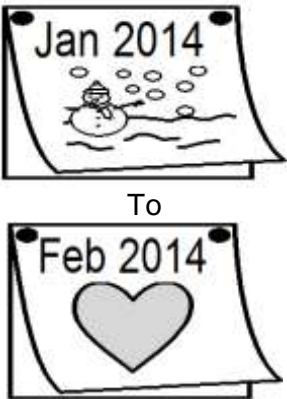



Human Resources - staff training, sickness, pay, benefits, supervision and management.



Communication – how we will tell people what is happening and find out what they think.

Our next steps are:

Steps	Dates	Who will do this
 <p>Talk to staff about their jobs and contracts moving to the new company</p>	 <p>January to March 2014</p>	 <p>Human Resources and Team Managers</p>
 <p>Talk to people who use services, their families and staff to agree on a name for the company</p>	 <p>January to February 2014</p>	 <p>Managers and Communications Staff</p>



Legally set up the company



January 2014



Legal



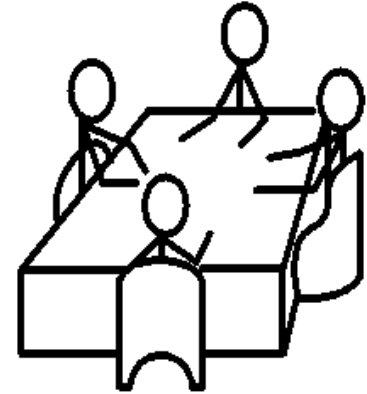
Decide who will be directors



to



January to March 2014



Shareholder Board



Write contracts for the care services the company will provide.



to



January to March 2014



Procurement / Commissioning



Write agreements for the services we will buy back from Surrey County Council



to



January to March 2014



Procurement / Service



Set up how we will bill people, pay in money to the bank and pay our taxes.



January to March 2014



Finance



Sign the contracts with the Council



By 31 March 2014



Directors



'Go Live' – open the new company



1 April 2014



Talk to people about what they think about our services.



1 April onwards



Company's Management Team

Contact Officer



Simon Laker



Telephone: 01483 519153



Kat Macann



Telephone: 0208 5418038

Paul Carey-Kent - Strategic Finance Manager



Telephone: 0208 541 8536

Consulted

Council Leadership Team
Adult Social Care Leadership Team
New Models of Delivery Programme Board
Senior Managers in Adult Social Care
Team Managers and Staff – in scope services
Learning Disability Partnership Board
Trade Union Representatives

Annexes

Annex 1: Business Plan
Annex 2: Communications and Engagement Plan
Annex 3: Value for Money Analysis – not public - commercially sensitive
Annex 4: Draft Equalities Impact Assessment

Sources/background papers

- 26 March 2013 Cabinet Report 'Strengthening the Council's Approach to Innovation'
- 22 October 2013 Cabinet Report 'Options Appraisal: in-house support services for working age adults and older people with disabilities'