

Surrey County Council Cabinet Paper 22 October 2013



Report of
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Lead officer
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OPTIONS APPRAISAL: in-house support services for working age adults and older people with disabilities

How we will provide Adults Social Care in-house services in the future

About the issue



After a large consultation with people we support, their carers and families in 2009 Surrey County Council's in-house services started to change how we provide services.



In-house: this means services Surrey County Council provide and includes day services, older people's homes and accommodation and support for people with learning disabilities. – A list appears at the end of the report.

We looked at:

- finding ways to give people more local services in their communities
- how we can help people to keep their friendships and make new friends.





Public Value Review

Of learning disability services in Surrey

The Learning Disability Public Value Review in 2012 showed that people liked our services but we still needed to:

- help more people with personal budgets to have a bigger choice of support options
- have clear costs/prices.

Adult Social Care has started to look at how our in-house services can help people to have services they want, that are person centred.

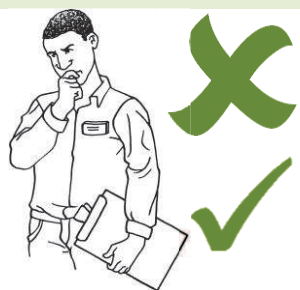


After our Medium Term Financial Plan budget report in February 2013, Surrey County Council agreed that we needed to:

- plan to make sure that Surrey County Council has enough money for services now and in the future
- look at how we can find other places to get money so that we do not have to rely on Government grants and Council tax increases
- plan how services will pay for the costs of new projects that will help us save money in the future

Medium Term Financial Plan is our plan for how much money we will spend between 2013 and 2018.




A budget report: is a report that looks at what we have spent so far to check that we are not spending more than we planned.



This paper looks at how we are going to make the changes we need to and how we will run day and community support services for adults with disabilities in the future.

We have looked at all the points we have written about and the Cabinet’s decision in March to support new ways of providing and selling services. (‘Strengthening the Council’s Approach to Innovation: Models of Delivery’).

Three options have been looked at:

- 1. 
- 2. 
- 3. 

- 1. stay the same
- 2. de-commission and re-commission in the market; Surrey County Council would stop running its own services and ask other companies to provide people with support
- 3. start to run services differently.

Recommendations



We want permission to start to look at a business case for a Local Authority Trading Company.

Local Authority Trading Company (LATC): means 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.

Business Case: looks at information to see how much money a business may make.

Services we want to have in our business plan are:

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Shared lives



Day opportunity support services



AboutUs accessible learning team



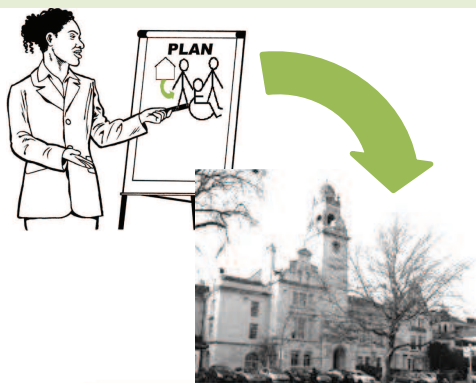
Supported employment services



Personalisation team



New services



We want Cabinet to agree to let us show them a business case in December 2013.
We will also show them:



- an Equalities Impact Assessment – this is where we look at our plans for the future of services and check how they affect people and groups. To make sure everyone is treated fairly



- a plan about how we will ask the people we support, their carers, families and our staff what they think about our plans.





We think that this will be the best way for us to support people now and in the future.



We think that the Local Authority Trading Company will make money over the next five years for Surrey County Council to spend on helping more people; because we will be able to sell and create new services.



This company would also let us:



- create new types of services to support more people



- look at helping people who do not get care and support from Surrey County Council



- keep our skilled and valued staff.



In our consultation in 2008 and 2009 with people who use services, carers and families told us about our services. We were told that:



- friendship groups are important



- they wanted more local services



- they wanted more bases to meet at and to use if there were problems in the community.

We have started to change our services to have more local community based activities and specialist support for groups with high support needs.



The Learning Disability Public Value Review in 2012 showed that it is important that we offer people personalised services that meet their assessed needs.

We also found that:



- most of the day services in Surrey are our in-house services



- family carers think in-house services are an important type of short break/respice care



- there is not much choice for daytime activities

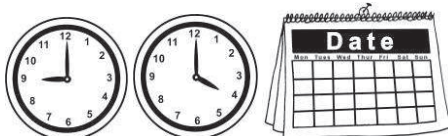


- people want more options with clear prices so that they can choose how to spend their personal budgets.



While we are trying to make our services better, we have less money and more people who need our services

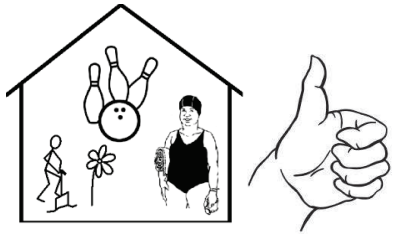




Day and community support services:

- support people with learning and physical disabilities
- we have specialist services for people on the autistic spectrum
- we have specialist services for people with dementia
- we offer leisure, activities, training, volunteering and work opportunities
- we help people to see their friends
- we give family carers respite support
- most of our services are run from 9am to 4pm on weekdays all year
- we give people transport to get to and from services
- we offer evening breaks, social and holiday activities outside of these hours

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- people who use our services are around the age of 48 years old
- most people have been using our services for quite a few of years
- past consultations have shown that people who use services, carers and families value these services.

A map of current services is attached as **Annex One**

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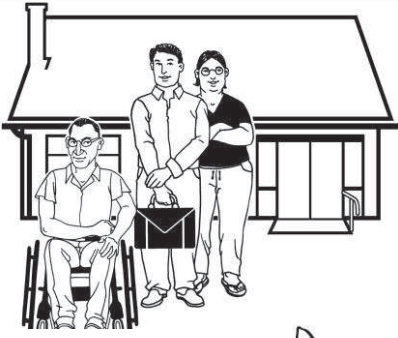


EmployAbility works across Surrey. They help people with disabilities (not people with mental health needs) to find work, volunteering, and training opportunities.

More people want EmployAbility to help them, a lot of younger people coming through transition from children's to adults' services want EmployAbility to help them.

EmployAbility has won awards for the work they do.

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The Shared Lives Scheme is where people who need support get the help they need from a family in their home.

This can be for a short break or a person may live with their Shared Lives Carers.

The Shared Lives Service looks for Shared Lives carers and matches them to people who need support. The Shared Lives Service checks that everyone is managing ok and help with any problems.

We think that the amount of Shared Lives Carers will double in the next year as we try to use this service more.









This service provides good support and costs less than other types of support.



The Personalisation Team work with groups of people who use our in-house services to help them:

- complete their Supported Self Assessments
- use their personal budgets
- plan support using community support networks.

Service Profile: What our services look like

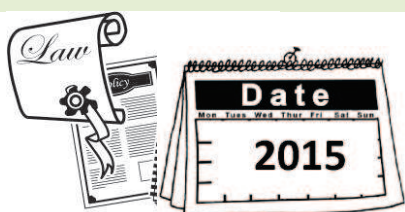
Service	 Number of people who use our services¹	 Equivalent of full time Staff
Day Services  	794	260
EmployAbility 	646 registered job seeking and/or on courses 511 in work or voluntary placements	Included above
Shared Lives Service  	22	3
Personalisation Team 	165	13.85

¹ Data as from September 2013. Some people access multiple services – the Personalisation Team currently works solely with individuals accessing an in-house service



The total cost of running these services is £11.4million each year.

National and Local Policy Context



In 2015 the Care Bill will mean that Local Authorities will have to help more people with their assessments and support planning.

This will include:

- people who pay for their own care
- carers
- people who do not qualify for support from social care.

The bill also gives people the right to a personal budget.

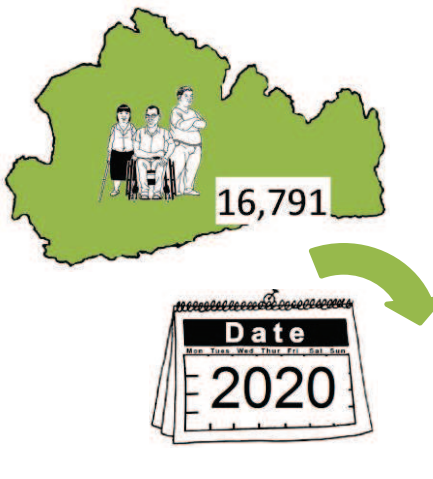


The Learning Disability Public Value Review reported to Cabinet on 27 March 2012 on how Surrey County Council can offer people with learning disabilities person centred services and support.



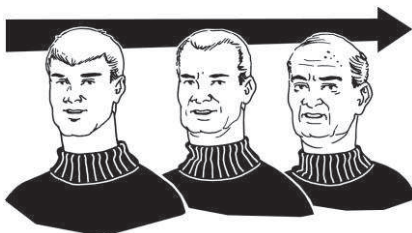
Cabinet’s decision in March to support new ways of providing and selling services. (‘Strengthening the Council’s Approach to Innovation: Models of Delivery’)

Future service opportunities

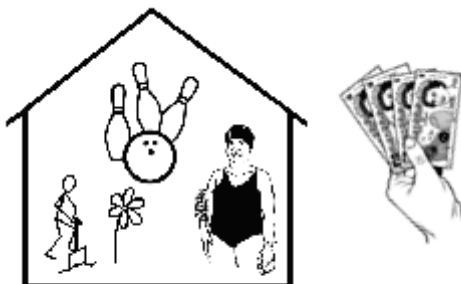


There are a lot of people with learning disabilities who live in Surrey, around 16,791 in 2013.

We think there will be more people with learning disabilities living in Surrey by 2020.

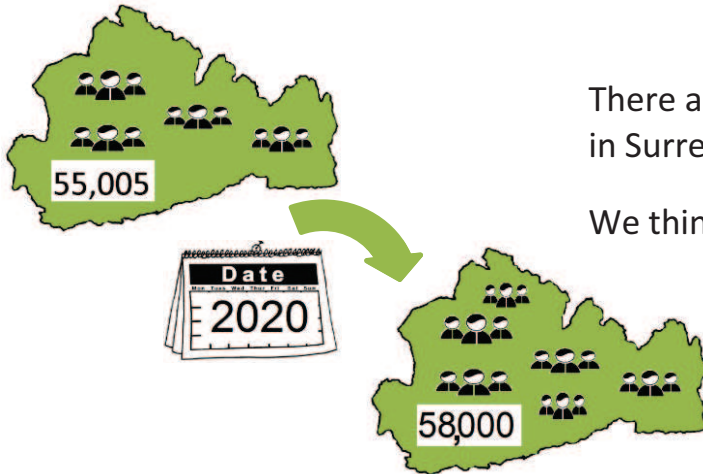


We also know that more people with learning disabilities will be aged 65 or over and will need different types of support.



Learning disabilities services are the second biggest business after elderly care in the UK in the healthcare market. It was worth £5.6bn in England in 2012.

£5.6 billion



There are there are 55,005 people aged 18-65 living in Surrey in 2013 with a physical disability

We think more will be living here by 2020 (5.6%).

People we think we will sell our services to in the future are:



- people with dementia
- autism
- profound and multiple disabilities
- older people
- people who pay for their own care
- people who live near or in Surrey
- people who want support but do not get support from social services
- children and young people with disabilities
- whole families and carers
- other Local Authorities, NHS Trusts and private providers.







Plan
1
2
3

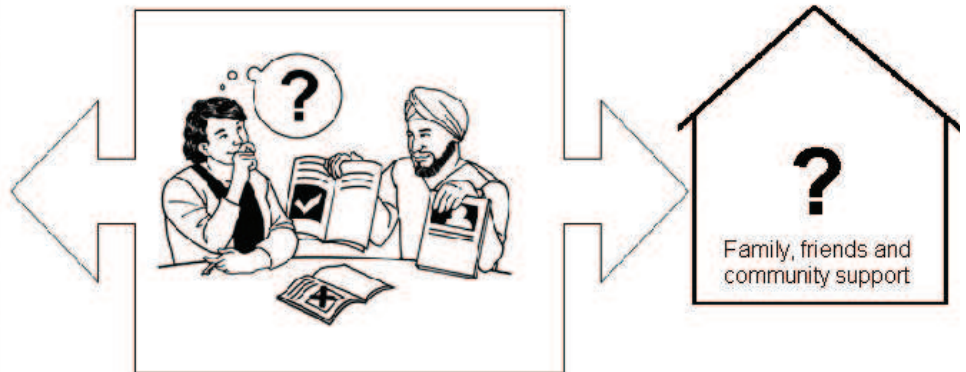


With all the information we have from the consultation and the Public Value Review we have planned what our services should be like for each person.

This shows services we already offer and new services that we could start to offer.



 Social – Flexible PA Support, Friendship networks	 Life Skills Support to help people be more independent
 Home – PA support, Shared Lives, Telecare.	 Training, volunteering and work
 Community Opportunities – Choices of support, specialist support.	 Choices of support from all areas



An assessment and support planning team will help people plan a person centred support package.



The team will be able to help people to choose from:

- our services
- help that is available in their community
- help from friends and families
- support from charities
- support from other services.

We want all the types of support to work closely together so that people get support that they want.



When we look at different options for ways to run services in the future, we will check that it will let us offer services in this way.

Options explored

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We looked at three options

1. stay the same
2. close and re-commission in the market; Surrey County Council would stop running its own services and ask other companies to provide people with support.
3. start to run services differently.

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For each option we looked at what we think will:

- work well
- not work well
- be a risk
- be new things we can do.

This is attached as **Annex Two**

Option 1 Stay "as is"

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This option looks at not changing anything and carrying on running the same services.

We would be part of Surrey County Council and run by them.



people already know Surrey County Council and its services and trust and value these



services will carry on being provided



we will still have to find ways save money and may need to offer less support in the future.

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



we would make money from selling our buildings



other companies might offer new services, better ways of working and new ideas for providing services



we would not know if the companies will be able to support everyone who needs help. There are not many other companies offering day services in Surrey



we would have no control over services, this is a risk. We would have to depend on other companies to support people who need care.

Section 95 of the Local Government Act 2003 says that we are allowed to start a trading company.

A Local Authority Trading Company would run as a separate company with its own managers - it would be owned by Surrey County Council.



we would be able to sell services and may be able to make money to give back to Surrey County Council to spend on helping more people



it will be easier to change and improve services



we would have control over services, so there would not be less risks.



We think Option three is the best choice.

We have compared all the options and looked at the good and bad points for each.



The main reasons we think this is the best option are because we will be able to:



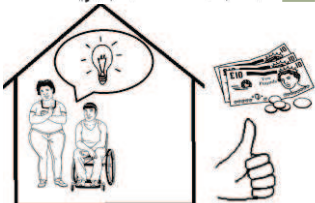
- keep running our services like this for a long time



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



- look at helping more people who do not get care and support from Surrey County Council



- easily start new services for people at a good price



- keep our skilled staff



- keep our link to Surrey County Council's trusted brand



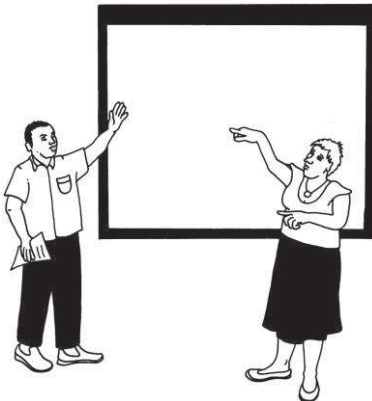
- keep control over what types of day services are provide in Surrey.



We developed our options by looking at the information from the Learning Disability Public Value Review consultation led by the Learning Disability Partnership Board



The Public Value Review talked to people who use services, their carers and families.



It also presented information to these groups.

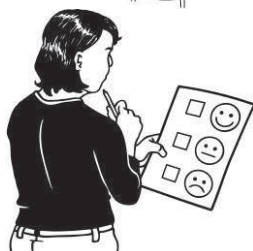
- Cabinet
- Health Overview and Scrutiny Committee
- Adult Social Care Select Committee
- Adult Social Care Leadership Team
- Senior Managers in Adult Social Care Commissioning and Service Delivery.



We talked about our ideas in this paper with the Council Leadership Team and Cabinet members.



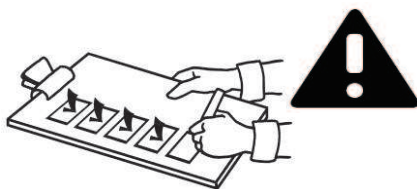
If we write a business case we will also write a plan on how we will talk with staff, trade unions, people we support and their families.



This plan will look at how we will need to ask people we support, their carers and family, staff and members of the public, and other organisations what they think.

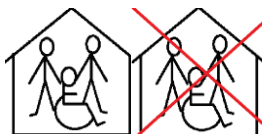


While we write our business case and look at each service, we may find that we can offer better services that will be able to carry on supporting people for a long time, but they may not make much money.



The business case will look at all risks there may be when creating a Local Authority Trading Company before Cabinet agrees that we can start setting up the company.

A list of the risks will be written to make sure that each one is looked at, reported and dealt with at each stage.



We think that a Local Authority Trading Company will give same value for money, or better, compared to the other options.

The costs and figures we have used so far are estimates.

Estimate: What we think will happen from looking at other businesses and services.

We have we have thought about the money we could make and what could go wrong (the risks).



We have had to assume some things while we have written this paper.

We will look at all the costs when we write the business case

Section 151 Officer commentary

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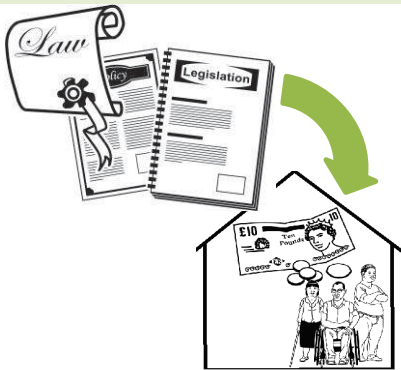
The 151 officer has said that:

All the information shows that it may be a good idea to start to write a business case for starting a Local Authority Trading Company.

The business case will show where the money for the costs of setting up the business will come from. It will also look at tax and pensions.

Legal Implications Monitoring Officer

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We are asking to look at starting a company because the Local Government Act 2003 says that we are allowed to start a trading company that helps Surrey County Council to assess and support people who need help.

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We want to offer services to people that Surrey County Council needs to support.

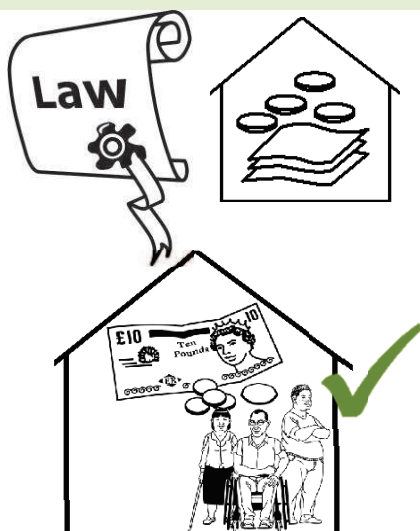


We also want to look at offering services to people who pay for their own care.



If the Local Authority Trading Company is owned by Surrey County Council and the company sells 80% of its services to the Council, Surrey County Council will be able to support people who need care without having to get quotes from other companies.

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The law says that you must have a company to sell services or goods.

Section one of the Localism Act 2011 says that a local authority can sell extra services that it does not usually provide.

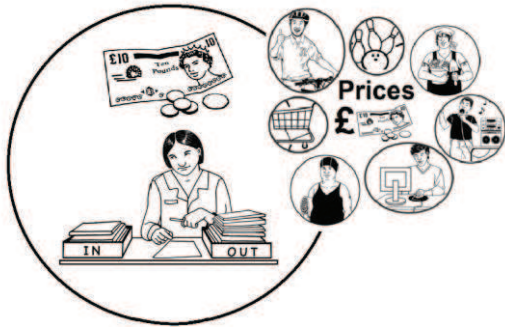
This means that we can look at providing extra services that we do not offer now and sell these.

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Before agreeing that we can set up a business the Cabinet need to look at and agree a business case, which, the law says must show:

- What we want the business to do
- How much money and other resources, like staffing and time are needed for the business
- Any risks the business might have and how big these are
- The amount of money we think the business will make and what we think the business will do.



Surrey County Council will need to charge the Local Authority Trading Company for using its services, staff and buildings at a price that covers the costs.

To show that Surrey County Council is not helping to pay for our costs.

This is important so that we can sell our services in a way that is fair and lets other companies also sell their services.



The Cabinet will need to follow their set of rules when they make this decision.

They need to look at all the information and decide what is best for people in Surrey.

They need to think about how their choices will help to:

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



This is for staff and people we support.

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

Our business case with all the information it will help Cabinet make sure that they can make the right decision.



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



We have looked the effect our plans might have on different groups of people, especially vulnerable people in Surrey.



Stay the same

Staying as we are does not have a bad effect right away.

But we cannot support people who are not eligible for care, and want support.



As we get less money from the government we may need to offer fewer services, or change our services.



We think this could be bad for our communities and vulnerable people.



De-commission and re commission in the market:

This option could have a bad effect because we do not know if other companies will be able to provide all the services to all the people who need support now and in the future.



It could also have a bad effect on staff.



Adopt a different model of delivery:

This option will let us carry on providing services for many years.

There will not be a lot of changes for people we support now, their families and carers.

We will be able to help more people who do not get care and support from Surrey County Council

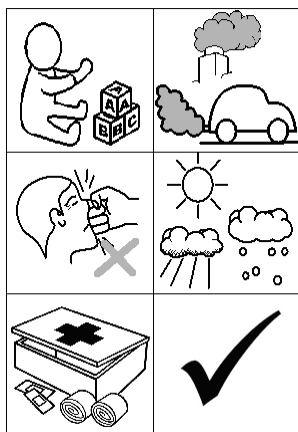


We think that this option will have a good effect for the disability and older person community.



To make sure that we create a service that is fair and accessible to everyone we will write an Equalities Impact Report and it will be part of our business case that we will show to Cabinet later in the year.

Other implications



We have looked at how the Local Authority trading company would affect these areas:

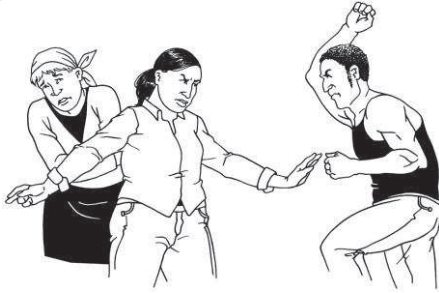
- Corporate parenting/ looked after children
- Safeguarding responsibilities for vulnerable children and adults
- public health
- climate change
- carbon emissions.

We feel that there will be not be major effects from this report. We have looked at

Safeguarding responsibilities for vulnerable children and adults implications

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We have looked at how keeping people safe is affected by this paper, which is asking for permission to start to write a business case.

We do not think there are any safeguarding issues, but we will look at this again when we write our business case.

What happens next

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We will give the Cabinet our business case in late 2013

The business case will ask for a Local Authority Trading Company for day services and community support options for adults to be set up by April 2014.

This will also look at

- Surrey County Council's policies for starting new services
- how long we will take to talk to people about what they think.

Contact Officer



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Consulted

Cabinet
Health Overview and Scrutiny Committee
Adult Social Care Select Committee
Council Leadership Team
Adult Social Care Leadership Team
Senior Managers in Adult Social Care Commissioning and Service Delivery

Annexes

Annex 1: Map of Current Day Services
Annex 2: S.W.O.T. analysis of the options

Sources/background papers

Adult Social Care Directorate Strategy 2012/13 – 2016/17
Surrey County Council Medium Term Financial Plan 2012 – 2017
Surrey County Council One County One Team Corporate Strategy 2012 – 2017
Department of Health ‘A Vision for Adult Social Care: Capable Communities and Active Citizens’ (Nov 2010)
Localism Act 2011
Health and Social Care Act 2012
White Paper, ‘Caring for our future: reforming care and support’ and draft Care and Support Bill and progress report on social care funding (July 2012)
26 March 2013 Cabinet Report ‘Strengthening the Council’s Approach to Innovation’

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