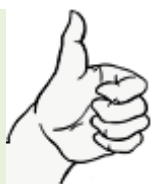




Option 1 – Stay the same



Strengths What works well



Many of our services have been helping people for over 25 years; this means that our services are reliable. A lot of people know the Surrey County Council brand and trust it.



We have good staff, who have been trained well. This means that we keep people safe and provide good quality services.



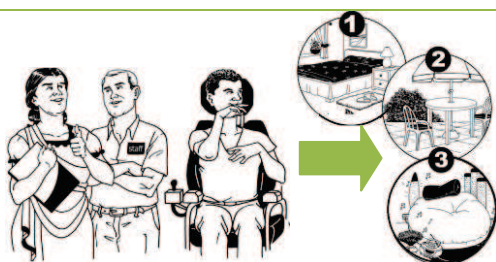
Day centres or community groups play an active part in their local area. EmployAbility works well with local employers, schools and colleges. Shared Lives is a trusted and respected service working with carers and professionals.



Compared to other companies we have good prices.



Staff, managers and people who use services have shown that they are happy to try new ways of working. The Shared Lives Service has a lot more people using its service. The Personalisation Team are helping us to plan services that people want, by sharing with us what people tell them.



Staying the same means that there will not be many changes for people who use our services, their carer and families in the short term. Staff and people who use services are happy to try new ways of working – this means that we can support people and create new opportunities.



Weaknesses

What does not work well



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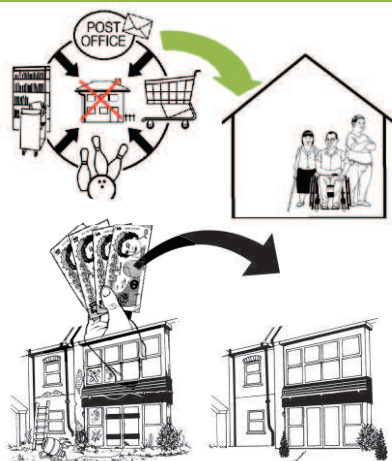
We offer day time support to a lot of people in Surrey. There are not many other companies who provide support.

This means that people may not have much choice on where they spend their personal budget.



We are not able to change the way we work very quickly - this means that:

- we cannot always try new ways to save money
- we cannot always offer people new types of support they want or need.



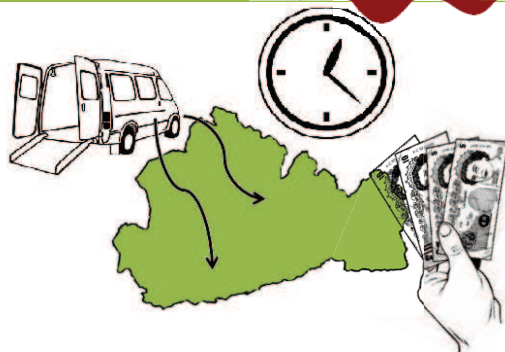
Lots of our day service buildings were built in the 1960s; we use our buildings less and they are not in the best place to allow us to be part of the community.

We need to spend a lot of money keeping the buildings safe and accessible for people to use them.



We are not allowed to trade, make money, keep any profits or offer more services.

This means that we cannot help people who do not have high enough needs to get care and support from Surrey County Council, but still want help.



We have some large services, so have less centres in each area.

Some people have to travel a long time to get to their centre.

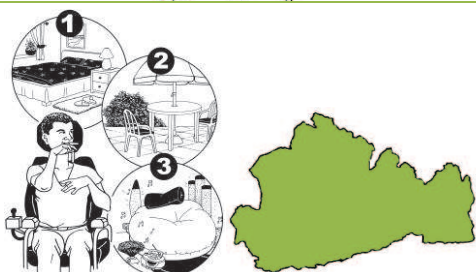
It costs a lot of money to pay for buses and taxis for people to get to their day centre.



Opportunities New things we can do



The personalisation team could help us to learn what new services people would like. We could plan to offer services for people that want to use their budgets together to get services they want.



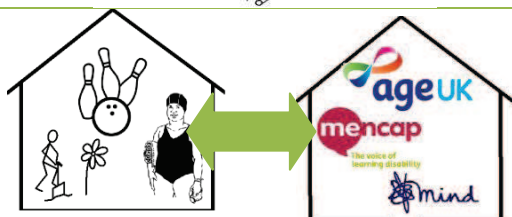
We can look at starting more specialist services all over the county;

- AboutUs - accessible learning
- autism services
- support for people with dementia.



We could help create more 'social capital' opportunities in our local communities because:

- we have our own buildings
- people in our community know about our services
- we offer people a safe place .



Services have already shown that they are happy to work with other companies and charities; this might mean that we have fewer risks as the biggest service in Surrey.



We have offered quality, 'large group' activities that people have enjoyed in the past. Things like music, dance, drama and creative arts.



We could look at offering more services like this to help more people:

- who pay for their own care
- who are isolated/ lonely
- to stay well
- keep their friendships.



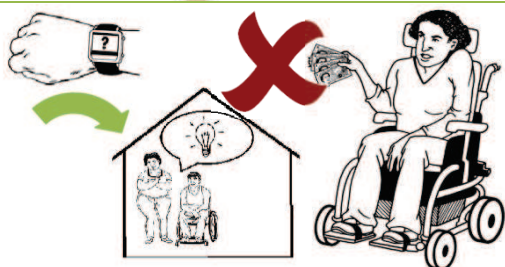
Threats Things that could go wrong



We may find it more difficult to keep our prices low for services, as we have to save more money for Surrey County Council.

This may mean that:

- we do not save the money we need to for Surrey County Council for the Medium Term Financial Plan
- some services are closed to save money.



If we are not able to change quickly to offer services that people want or need, we may lose our customers and we may not be able to get new people to buy our services.



As more people start to use their personal budgets, we may find that people do not want to use our services, and people may spend their money with other providers.



We are not allowed to sell our services to people who do not get support from Surrey County Council. This means that we will not be able to keep up with new ways of supporting people who pay for their own care.



Our buildings are old and need a lot of work to keep them safe to use. If one of our buildings could not be used it would be a big problem for the rest of our services.



It is complicated and slow for people to try to buy services from us with their personal budget.



Option 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.

Strengths What works well



Closing and asking other companies to provide our services helps to solve many of the weaknesses and threats that we have talked about in option one. But we will need to rely on other companies being able to support everyone who needs help.



Adult Social Care would be able to control what services are offered by:

- controlling what services we buy
- finding out what services people want
- checking how good services are.



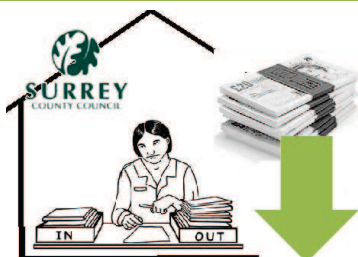
There would be more choice for people who need support, as more companies start to offer services.



We would not need to spend much money to start to run services like this.



Charities may be able to get money to start services from other places that Surrey County Council cannot ask.



The cost of running services may be less for Surrey County Council because it could pay less for:

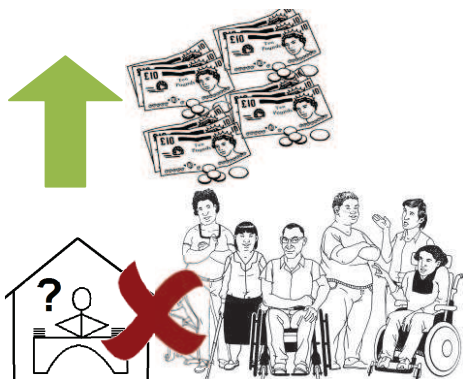
- training
- staff
- computers.



Weaknesses What does not work well



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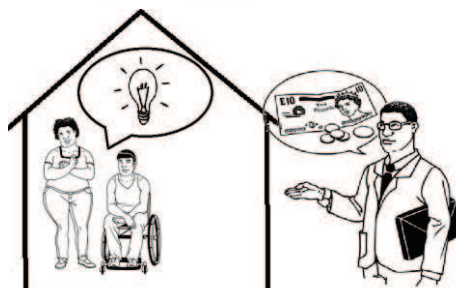
This option may be a bad choice in the long term,

Because:

- companies may not be able to provide all the types of support needed
- we will not be able to control costs
- there is also a risk of other companies closing and not planning for emergencies correctly.



People may not trust the Surrey County Council brand if we close our services and ask other companies to support people.

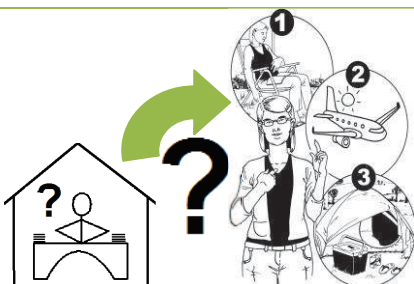


We will be less able to test new ideas, without spending more money.



We could slowly close services and ask other companies to provide them.

We would not be able to save the money we need to and may mean that we have higher business costs as we do this.



We do not know if other companies can offer to support the number of people we need and provide all the different types of services we want.



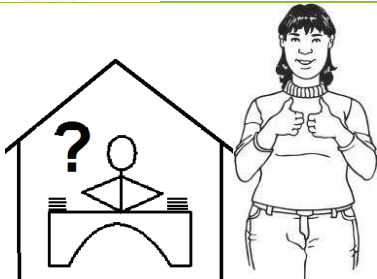
Opportunities New things we can do



This option lets us have less risk, as we will not be running services.



We may be able to make money by selling our buildings.
We may be able to spend this money on helping people in other areas of the Council.



Good companies may be interested in starting services in Surrey if we start to ask companies to support people for us.



We would be able to improve how we check for quality and safety of services.



We may be able to plan how we ask companies to provide services with people who use services.
Or we could see what companies offer as people with personal budgets choose the types of support they want.



Threats Things that could go wrong



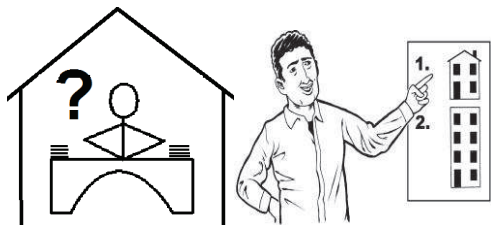
People may ask lawyers to try to stop us changing services.
We would have to help around 1000 people review their care plans.
People who use our services, their carers and families may be very worried about the changes.



Closing services means that we may have to ask a lot of staff to leave; this also costs extra money as we have to pay them redundancy.



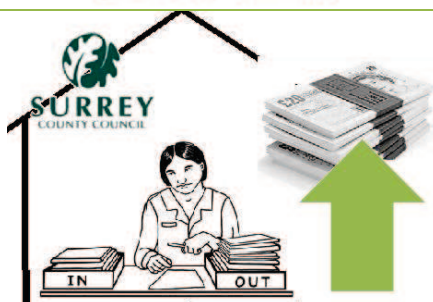
A lot of people know and like our day services and people may be unhappy if we close services, even if we ask other companies to support people for us and tell everyone about our plans.
Elected members may be blamed for these changes.



We do not know what types of support companies would prefer to offer.
Some of the companies may only want to provide the types of support that cost the most.
This will mean that people will have less choice about what type of service they can buy.



Any big change to a person's care package has a risk. We would need to carefully plan and review how people move from the services we may close to new companies.
This would take longer and will mean that we will have to wait longer to save money.



A lot of staff leaving and selling our buildings and land may mean the costs of running the rest of our services in Surrey may be higher for other sections of Surrey County Council.
This might make the other departments more expensive to run and may mean more staff have to be asked to leave.



Option 3: Adopt a different model of delivery – Start a Local Authority Trading Company.

Strengths **What works well**



This option has the same strengths and opportunities as option one.



We will have control and flexibility over costs and values.



We would be able to:

- plan what services will look like
- try new ideas
- work with other companies, charities and voluntary organisations
- work in Surrey and outside of Surrey.



Surrey County Council will have less control over how services are run, but we will still support anyone Surrey County Council needs to help.



We will also still have control over what types of services are offered in Surrey.



We will be able to try new ways of working, as a trusted brand.

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



We may be able to make money that we can give back to Surrey County Council or spend on making our services better, or offering more services for people.



We will keep our staff, but will also be able to hire new staff in a more flexible way in the future.



It will help people to cope with any changes by having staff that people know well.



We may be able to buy services from other council departments like HR, IT, property services, payroll. This will help the rest of Surrey County Council save money.

Weaknesses What does not work well



Our management teams do not know much about running businesses, because they have worked in a Local Authority for a long time.



We will need extra help to start the business, this may cost more.



It may be slower to change the services we have than to buy services from other companies.



We will still have to keep our old buildings to start with, which need a lot of work to keep them safe for people to use.
It will take time to find money for different buildings or to sell our old buildings.



Other companies may not be interested in trying to start businesses in Surrey because we provide most the day services support in Surrey.
This may mean that we do not see many new ideas or ways of working with people who need support.



Opportunities

New things we can do



This option will let us try new ways of working and new ideas for services.

We will be able to change the way we work and the types of support we offer quicker.

We are already good at talking to people we support and asking them to help us plan new ideas. We will be able to use people's good ideas to start new services.

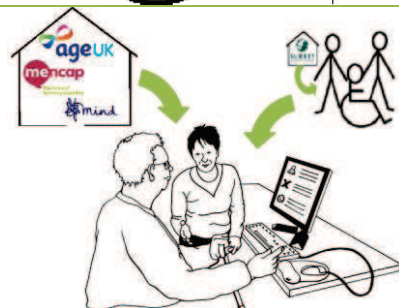
We would also be able to work with people who pay for their own care and people who want to buy our services with their personal budgets.

We would have fewer rules, policies and procedures to follow, so we will be able to try new services, like:

- support and planning services
- local support
- personal support.



The new business will keep its focus on giving people quality services, and will let us mix the best ideas of private companies and public sector services.



If we run a company that is separate from Surrey County Council it will be easier for us to work in partnership with other providers:

- sharing buildings and equipment
- trying new ways of working together
- helping new and different services.



Surrey County Council will be 100% share-holder of the company, this gives us more options for keeping services running into the future.

Annex Two: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



The new business would run in a more business-like way.

We would have a contract with Surrey County Council to make sure services are delivered well. At the end of this contract the Council could look again at what the options are for the future of our services. They may decide to try a different option, like de-commission and re-commission or carry on with a company.

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We may be able to help more people plan their person centred support packages.

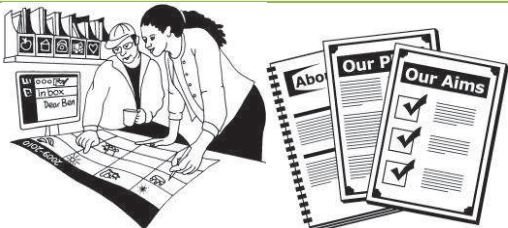
Our assessment and support planning team could support more people, from other Local Authorities, NHS Trusts and people who pay for their own care.



Threats Things that could go wrong



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Starting a new company like this is complicated and it is important that we have strong policies and procedures to work to, so that we have a company that works well and is following all the laws.



People may ask lawyers to try to stop us changing services.
We may also be stopped from changing services as much as we want to.



The new company must follow the laws and rules about how it sets up its contract to sell services to Surrey County Council. If we don't do this other companies may ask us to prove that we wrote our contracts in a fair way.



If the company does not sell enough of its services we may not make as much money as we need to for Surrey County Council.



If the company does not work well, Surrey County Council may not be trusted in the future.



If other departments in Surrey County Council are not able to work with us try new ideas and ways of working we may not be able to try new things, or it may slow us down.



To move staff to a new company we will need to talk to them and ask them what they think, so that they do not strike and stop services running.