

MUNICIPAL YEAR 2015/2016 REPORT NO. **136**

MEETING TITLE AND DATE:
Cabinet - 16 December 2015

REPORT OF:
Director of Health, Housing and
Adult Social Care

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Agenda – Part 1

Item: 10

Subject: Setting Up the Council's Trading Company

Wards: All

Cabinet Member consulted: Cllr Alev Cazimoglu

1. EXECUTIVE SUMMARY

1.1 Independence and Well Being Services (IWS) provide a range of high quality services for some of the most vulnerable people in Enfield. Need and demand for the kind of offers made continues to grow, however the impact of austerity measures has resulted in a necessity, to produce a plan that responds to need, whilst maximising the potential of commercial opportunities and enabling savings to be generated. The Care Act (2014) also introduces additional duties to local authorities around co-production, integration, prevention and market management.

1.2 The proposed Local Authority Trading Company (LATC) identifies synergy between services currently part of IWS and others like Safe and Connected which are part of the Council's wider suite of offers and proposes a vision for an emerging company. The LATC maximises use of Council assets to generate revenue whilst ensuring quality provision in the market place at the right price.

1.3 Section 95 of the Local Government Act 2003 permits local authorities to trade commercially in their normal functions, enabling Enfield to take advantage of such opportunities which it is unable to fully exploit without the mechanism of a trading company.

1.4 This report proposes the establishment of a Local Authority Trading company, wholly owned by LBE, to commence trading in April 2016.

1.5 This matter has been explored in partnership between HHASC and Enfield 2017 with technical information provided by Ernst and Young. There has been discussion at Strategic Transformation Board level and with the Chief Executive. The journey to this recommendation has explored Mutuals, Charities, other models of Social Enterprise, joint management arrangements and full outsourcing however the LATC recommendation is considered to represent a real opportunity for Enfield.

1.6 It is proposed that the LATC appoint a successful commercial non-executive member of the board to provide mentorship, guidance, and greater commercial credibility to the company.

2. RECOMMENDATIONS

- 2.1 That the Cabinet, subject to consultation, establishes a Local Authority Trading Company formed from Independence and Well Being Services.
- 2.2 That the Trading Company is registered under the name Independence and Well Being Services Ltd.
- 2.3 That the transfer of services to the Trading Company is agreed by the Cabinet Member for Health and Social Care and other involved Members, in consultation with the Trading Company's board of directors, in accordance with the Council's Scheme of Delegation, with a report coming back to Cabinet after 6 months.
- 2.4 That the governance and legal structures of the Trading Company - including the day to day management of performance and budgets and the structure and membership of the Board of Directors - are established as outlined in the body of the report with a further progress report in 6 months' time.
- 2.5 That the Trading Company undergoes a comprehensive review of performance following 3 years of operation.

3. BACKGROUND

3.1. Evaluating future options

Independence and Well Being Services emerged from HHASC's in house Provider Services in 2013, based on the need to strengthen ties between similar services, reducing duplication and maximising the impact of a flexible firm methodology.

Service offers are based on a blend of Well Being services to be purchased with a Personal Budget, Service Level Agreements to manage arrangements on behalf of other Council Services and contracts to deliver services for partner organisations such as the NHS. The new structure was the next step to commercialising Independence and Well Being Services which was followed up with a growth strategy and examination of added value provided via responses to Provider Concerns and reducing delayed transfers of care.

There are a number of reasons why the delivery of in house Adult Social Care Services needs to change.

- Demand for services is forecasted to rise by 14% by 2020. There is a need to safeguard services. Making them more sustainable ensures their existence to serve residents in the future.
- The cost of providing care is an important consideration for Local Authorities as Social Care Budgets reduce year on year. Services delivered directly by the Council are a minimum of 11% more expensive than comparators delivered by the private sector. Using a LATC to trade these services increases commercial awareness and maximises the use of council resources to address spend, whilst maintaining the key 'people' and 'community' principles underpinning Local Authority existence.
- The Introduction of the Care Act (2014) enshrines areas previously considered as best practice, in law. The LATC option enables Enfield Council to ensure that;
 - Personalisation and Co-production is central to service delivery
 - The Council builds on already established integration with local NHS provision
 - Focus on prevention and Independence outcomes (where appropriate) rather than more traditional bed based options
 - There is provision and influence in the Market which shapes the quality and price of services that people can use to achieve their outcomes
 - Provider failure is managed by a responsive and skilled operation which is wholly Council owned and for which operations are reported to a Council oversight board.
- The LATC enables us to ensure that a number of the Council's operating procedures are front and centre in the delivery of Council owned Adult Social Care Services.
 - Do it once – and in one place
 - Only do the things that make sense for us to do so (e.g. we won't take on things that we are not specialist in)
 - Automate and self-serve nearly all transactional activity
 - Consolidate teams and create smaller, more focussed centres of excellence
 - Enable work to be delivered with fewer resources
 - Empower our customers to help them resolve their own requests and thus managing demand more effectively
 - Continue to partner with other organisations and agencies to help deliver better services at a reduced cost
 - Maximise income where it is cost effective to do so

As with all Local Authorities, Enfield has reviewed the available options for its in house provider services. In partnership with Ernst and Young and Enfield 2017 HHASC have explored:

- Externalisation
- Mutualls
- Charities
- Forms of Social Enterprise
- Local Authority Trading Companies
- Shared Management Arrangements

Options Appraisal filtered the available options to that of Local Authority Trading Company. With confidence that there is significant demand for the resources and capabilities available to Independence and Well Being Services (details in part 2), it is proposed that Enfield Council establishes a trading company limited by shares to trade under section 95 of the Local Government Act 2003. (See Business Options Summary in Part 2)

A number of other local authorities have established LATC's (see Appendix 1). Key to the success of Enfield's organisation is vision; leadership and commercial strategy which makes best use of our economies of scope and scale.

3.2. Rationale for setting up a trading company

Independence and Well Being Services provide a range of high quality services with a reputation for excellence. However, within the local authority regulatory framework, the Council is limited to how far it is able to exploit commercial opportunities with these services.

Transferring the services to a trading company, will enable Enfield to continue to provide high quality services for residents but the company also has the flexibility to provide services to other organisations for the purpose of making a surplus.

'A LATC is most likely to deliver the Council strategy relating to coproduction, integration and prevention – as this is a continuation of existing service strategy, which will be supported by keeping the services together. The Council will be moving to direct payments for all non-residential services. Both the alternative models (*LATC and Outsourcing*) are compatible with this strategy (whereas continuing in-house delivery is not). As mentioned above the LATC will need to standardise its payment process across services for this to be achieved.' **Ernst and Young (2015)**

'The Financial Analysis shows that externalising the services would have greater financial benefits over the short and medium term. This also provides a lower financial risk as the benefits will be delivered directly from the existing Council budgets. The LATC has the potential to provide longer term benefits through additional revenue and growth as the business develops into new services, and a greater client base. The LATC is forecast to deliver £1.04m of identified benefits and up to £1.38m in Year 3 if the stretch opportunities are realised.' **Ernst and Young (2015)**

'Both options remain feasible based on Strategic, VFM and Feasibility Analysis. The decisive factors are whether the Council wishes to move to a Commissioning operating model and realise quick financial benefits, or whether there is buy-in for

the potential of the current services to delivery long term growth and delivery of the strategic vision for Social Care services.’ **Ernst and Young (2015)**

An externalisation model may deliver savings more quickly, however the LATC model is being proposed as beyond the short term, it can deliver the savings required, as well as significantly more financial benefits through trading opportunities. Demand for Social Care services continues to grow and the LATC offers an opportunity to continue to meet Enfield’s strategic objectives, whilst establishing a more sustainable solution to supporting the needs of vulnerable people in Enfield.

Service area	Growth 13/14 – 14/15
Well Being Services	32%
Outreach Services	16%
ICES	9.8%
Safe and Connected	4.4%

The capabilities of the Trading Company determine that the market offers a reasonably attractive landscape for it to compete in, owing to the possession of a number of areas offering sustainable competitive advantage. Whilst barriers to entry into this industry can be significant for smaller organisations, the economies of scale and scope the LATC represents, facilitates capacity to deliver higher volumes of work, an important consideration as austerity measures continue to reduce potential margins.

Independence and Well Being Services are an important part of Enfield’s Community. Many of the buildings are utilised in the evenings and weekends to facilitate community groups. As well as community hire for VCS and local activity groups, examples include New Options being used to host the Albany Community Coffee morning. As well as strengthening Community Cohesion, maximising the use of resources is also providing valuable revenue for the Council.

Independence and Well Being Services work to make Enfield residents more independent and Well. Outreach, Safe and Connected and ICES services reduce care purchasing costs and admission to acute settings, whilst services like Rose Taylor Day Centre and New Options improve health, wellbeing and increase confidence.

Whilst Well Being Services are purchased directly via Personal Budget and Self-funding arrangements, Independence Services operate under Service Level agreement with Council Services and under contract with wider commissioners. Shadow trading activity monitoring over recent years demonstrated sales above break-even point. Expansion plans for further integration with the NHS via Wheelchair service delivery (see 2015 S75 agreement) and delivery of integrated equipment and assistive technology solutions for other authorities have the potential to generate revenue creating a surplus for a Council dividend or reinvestment into the business. Enfield Council is the sole shareholder of this Trading Company.

Delivering a number of quality services for a fair market rate sets the bar for other Providers in terms of customer expectation of quality and price. The ability to influence in this way provides Enfield with additional tools with which to manage the Market.

Enfield has a reputation of providing good quality services for vulnerable people. With the LATC model this quality can be maintained owing to the way we will efficiently merge services, maximising economies of scope and scale.

Decisions on services to be traded must also take into consideration the financial viability of the service within a trading market and whether the service culture is open to change in order to avoid commercial failure.

It is proposed that initially the following services are considered for transfer to the Trading Company, subject to viability. Final decisions will be made, as appropriate, by the Executive Board.

Outreach
Integrated Community Equipment Service
Safe and Connected.
Wheelchair Service

New Options
Formont
Community Link
Park Avenue
Rose Taylor

Some examples of other Councils that have developed a Local Authority Trading Company with in house adult social care services are Croydon, Essex, Barnet, and Sefton. Details and links can be found in Part 2.

3.3. What the proposed trading company would look like

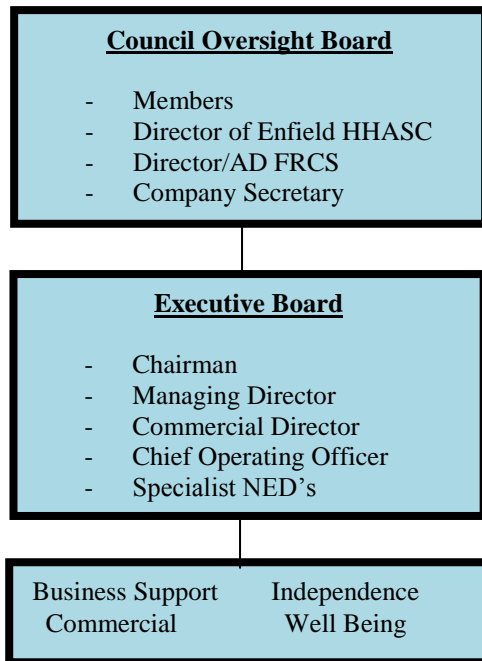
The structure, governance and resources of the Company are likely to develop and change over time according to decisions made by Cabinet and the LATC Executive Board, as services are added to it.

A separate name and brand will be created for the Company and a marketing strategy developed accordingly. It is recommended that these are approved by the Executive Board. The proposed name for the Company is Independence and Well Being Services Ltd.

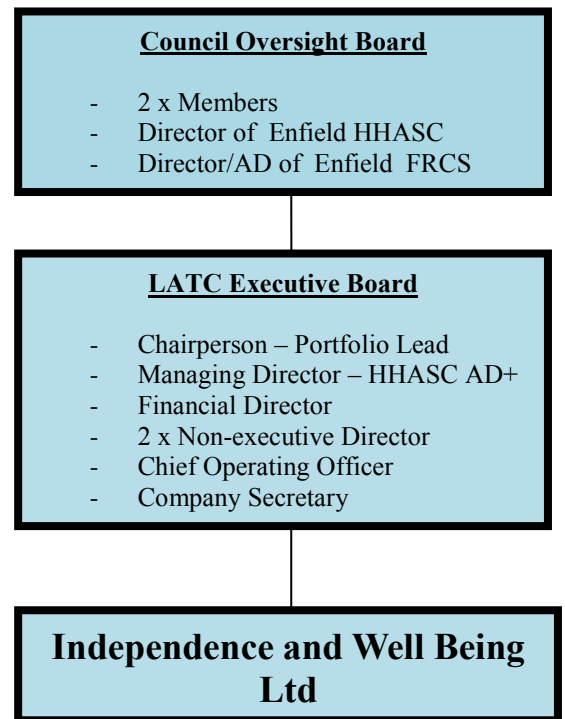
3.3.1 Governance

Two potential Governance proposals have been made.

Option 1



Option 2



It is recommended that the Trading Company follows Option 2. The Company is managed by an Executive Board which will be responsible for the operational management of the organisation. This will include a senior Enfield Council officer overseeing Managing Director responsibility, a Financial Director, Chief Operating Officer and Non –Executive Directors where it is deemed that their Commercial expertise will be of benefit to the organisation. The Executive Board will be held to account by the Oversight Board which sits within the Council. The portfolio lead, whilst not a member of the Oversight Board, will be attendance. Each Board Member reserves an equal voting right on all key decisions. A model of Quorum will ensure robust decision making by the Boards. Determination of what will be considered quorate will be included in the Terms of Reference for the Oversight and Executive boards.

It is recommended that an experienced professional with the relevant commercial profile is appointed in a Non-Executive capacity to provide additional technical expertise to the Executive Board.

The Company's Terms of Reference to be developed by the Executive Board subject to approval by the Oversight Board, will provide the Directors with a framework in which to operate and Articles of Association.

The Directors are responsible for the management and direction of the company. They must act as and for the company and they must ensure that the company does everything that it is legally obliged to do, such as ensuring compliance with laws (such as filing annual accounts) and entering in to and performing contracts.

The Directors of the services in the company will attend Council meetings as required, so decisions made are subject to the scrutiny of wider governance structures and reflect all relevant issues that relate to that service.

A report will be presented to Cabinet on a six monthly basis providing a briefing on the trading company's progress.

3.3.2 Services

Services trading from April 2016 are as follows;

Outreach	New Options
Integrated Community Equipment Service	Formont
Wheelchair Service	Community Link
Safe and Connected	Park Avenue
	Rose Taylor

It is proposed that the business cases to include these services are reviewed and approved by the Cabinet Member for Health and Social Care and other involved Members, in consultation with the Trading Company's board of directors. The Company will be established in such a way as to enable further services to be included in the future.

It is proposed that the authority to approve new business cases for trading opportunities is delegated to the Executive Board. The business plans should produce a detailed account of how the opportunity will be viable within the trading company.

3.3.3 Staff

Whilst secondment of staff in the initial stages of Trading was being considered, it is now being proposed that Council staff are transferred under TUPE directly into the LATC. Terms and conditions will remain the same. New employees joining the LATC will also work under the same terms and conditions. The Executive Board will be

responsible for reviewing the performance of the LATC on an annual basis. The LATC will continue Enfield Council's position of being a London Living wage employer.

3.3.4 Legal

It is proposed that the Company will adopt the model Articles of Association provided by the Companies Act 2006 as amended to fit in with the nature and requirements of the Company. This document has a similar function to the Council's Constitution, in that it sets out the governance arrangements for the company. It sets out provisions dealing with, among other matters, how meetings of shareholders and directors are conducted, the procedures for dealing with conflicts of interests of directors, the circumstances under which a director should vacate office, and the issue and transfer of shares. These Articles will be amended from the outset based on legal advice and may be further amended as necessary as the Company develops.

3.3.5 SLAs

The Authority will provide a number of Service Level Agreements (SLAs) to the Trading Company in the initial stages to ensure that the company is properly supported and financially viable. The costs of any support provided to the Company by the Authority must be recovered. Initially these agreements will include human resources, payroll and pensions, insurance, IT and procurement. The Trading Company will review these arrangements once operations stabilise on the basis that best value may be achieved through external contracts for these provision. It is noted that the requirements of the Trading Company are likely to be different to that of a Council department.

3.3.6 Consultation

The proposed consultation will engage fully with all potentially affected staff, existing services users and families and carers. Comments will also be invited from wider stakeholders including partnership boards and partner organisations.

4. ALTERNATIVE OPTIONS CONSIDERED

There are many options open to Councils to sell their services, develop staff and raise income. Thus, the trading company is one of a number of options explored as part of the Council's changing needs and priorities. Other considerations have included;

- Shared service opportunities with other Councils and wider organisations
- Development of staff owned Mutuals
- Establishing a Charity from in house provision
- Trading via Social Enterprise
- External Tender – Contracting out Council Provision
- Retaining In House provision

The Ernst and Young Provider Services Business Case and Appendices exploring considered options is placed in the Members' Library.

The Trading Company is fully owned by Enfield Council. This provides flexibility and the opportunity for The Council Oversight Board to deploy resources to respond to the changing landscape in Enfield. The added value generated from the company serves Enfield, however outsourcing options reduce Enfield Council's influence over services and additional tasks undertaken by other Providers will result in additional charges. This is particularly relevant in Outreach, and equipment areas where much of the added value reduces care purchasing costs, responds to Provider Concerns and influences the wider market, an important consideration for Section 5 of the Care Act (2014).

5. REASONS FOR RECOMMENDATIONS

That the Trading Company is established under the name Independence and Well Being Services Ltd.

As a separate legal entity, the Company will require its own branding and marketing. Independence and Well Being Services Ltd is an available name and currently on a Bing search IWS is the 3rd listing and on Google the Facebook page is the 5th listing. This company will be registered with Companies House.

That the transfer of services to the Trading Company is agreed by the Trading Company's board of directors and the relevant Cabinet members in accordance with the Council's Scheme of Delegation

Approval to investigate the full viability of transfer of a service to the Trading Company and approval for the service to be transferred in principle should be delegated to the relevant Cabinet member in accordance with the Council's Scheme of Delegation. Approval of the transfer of a service based on the service's financial viability and full business plan should rest with the Company's Board of Directors. This mechanism will ensure all relevant issues are considered so decisions are robust, both for Enfield Council and Independence and Well Being Services Ltd.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

The creation of a trading company will enable the Council to take advantage of opportunities which are known to exist but which the Council is unable to exploit without the mechanism of a Trading Company. This includes income from additional services, being able to bid for other services, partnership working and reduce running costs of providing existing services.

A five year income and expenditure statement is shown in the part 2 report and cash flow statement for the full period has been produced. This shows that the LATC is projected to make a surplus from 16/17 for the following five years. As the LATC is established, there may be potential to reduce some of the operating costs through efficiencies and procurement.

A specialist local authority VAT firm, LAVAT has been employed by the Council to give specialist advice on the VAT implications for the Company.

The firm examined two options. The first involves setting up two companies, a service delivery company and a support function company, managed by the same board. The Council would enter into a contract with the service provider (Company A) which will provide the services to the Council. There will be a further contract for the supply of care services by a second staff provider (Company B) to Company A. The staff would be employed by Company B and provide staff to Company A. This model is used by other LATCs including Essex Cares and Olympus Care Services Ltd.

LAVAT have commented that "In our opinion this option carries significant risk. Although it is claimed that this structure has "sign-off" from HMRC it is, in our opinion, contrived in that its only purpose is to mitigate VAT and therefore is susceptible to being regarded as VAT avoidance."

The second option is a creation of one company for all its supplies and services, where the Company would agree with the HMRC, that the supplies and services are exempt from VAT.

LAVAT have commented "We have successfully argued this alternative view with HMRC on behalf of another local authority in respect of an outsourced care function. Provided the arrangements between the Council and Company are carefully documented (to avoid ambiguities) and both the facts and the documentation reflect a single supply of supporting the delivery of a whole service we believe this can be safely implemented."

There may be partial VAT implications which need to be examined in further detail. LAVAT however, have concluded "while there is further detailed work to be done in ensuring that a solution is carefully implemented, we believe that the majority, if not all, the VAT cost can be mitigated".

The Company will be liable to Corporation Tax which is currently at 20% on profits. The Government have announced that this rate will fall to 19% in April 2017, and then to 18% in April 2020.

All of the assets, buildings, equipment, fixtures and fittings and stock (wheel chairs and adaptive aids) will remain the property of the Council. The Company will need to comply with the regulatory requirements of the Companies Act 2006 and additionally with the regulatory regime for local authority Companies under the Local Government and Housing Act 2003. The Council must recover the full cost of any accommodation, goods, services,

employees or anything else it supplies to the company in pursuance of any agreement or arrangement to facilitate the power to trade

6.2 Legal Implications

The Council's main trading powers are set out in section 95 of the Local Government Act 2003 and section 1(4) of the Localism Act 2011, support by section 4 of the 2011 Act.

Section 95 of the Local Government Act 2003 Act allows the Council to do for a commercial purpose anything which it is authorised to do for the purpose of carrying on any of its ordinary functions. This means that the Council can include an element of profit in the charges for its services. The power conferred by section 95 may only be exercised by the Council through a company within the meaning of Part 5 of the Local Government and Housing Act 1989. Part 5 refers to a company limited by shares, a company limited by guarantee, an unlimited company and an industrial provident society.

Under sections 1(4) and 4 of the Localism Act 2011, the Council can use its 'general power of competence' to do something 'for a commercial purpose or otherwise for a charge' so long as it does this through a 'company'. 'Company' is defined as a company under section 1(1) of the Companies Act 2006 or a society registered or deemed to be registered under the Cooperative and Community Benefit Societies and Credit Unions Act 1965.

The Council is obliged under section 96 of the 2003 Act and the Local Government (Best Value Authorities)(Power to Trade) (England) Order 2009 to prepare a business plan that accords with the requirements in the 2009 Order being a comprehensive statement as to—

- (a) the objectives of the business,
- (b) the investment and other resources required to achieve those objectives,
- (c) any risks the business might face and how significant these risks are, and
- (d) the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.

The Council would usually be required to run a procurement exercise for the provision of the Services by a separate entity, however the Teckal exemption under regulation 12(1) of the Public Contracts Regulations 2015 can be relied upon when one or more contracting authorities receive services from a separate entity that:

- (a) is owned by one or more contracting authority;
- (b) the contracting authorities exercise control over the entity similar to that they would exercise over an internal department;
- (c) there is no private equity involvement; and
- (d) more than 80% of the services provided by the entity are back to the controlling public bodies.

If these tests are all met, then a contract could be awarded to the company without running a procurement exercise first. However, it is imperative when applying these tests to consider those service users who will be receiving direct payments. These service users could start to receive services directly from the company and could be classed as services being delivered to someone other than the Council. If these services were likely to be more than 20% of the overall value of the all Services provided then this would need to be reconsidered and it may be necessary for the Council to run a procurement exercise before awarding a contract to the company.

Due diligence must be afforded to section 149 of the Equality Act 2010 regarding the public sector equality duty.

The Council has obligations under the Data Protection Act 1998 and these will need to be suitably managed within the arrangements with the company so that the Council is not in breach of its obligations.

Employees currently working in Council services can TUPE transfer on their current terms and conditions, which include their pension rights and they will carry over to the company their years of service with the Council. It is advisable that staff and unions are consulted with regarding any proposals in order to mitigate any employment issues.

The Council must be mindful of the rules with regards to State Aid. Any services provided by the Council to the Company will have to be provided at a commercial rate or General Block Exemptions will need to be utilised in order to avoid issues of State Aid.

Central government and other public bodies are required by law to consult before making certain decisions, including in relation to making changes to how they deliver statutory services. The Local Government Act 1999 provides for a general duty to consult widely, including with representatives of persons liable to pay any tax, precept or levy or non-domestic rates, representatives of persons who use or are likely to use services provided by the authority, and representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions. In deciding whom to consult and the form, content and timing of consultation, the authority must have regard to any guidance issued by the Secretary of State.

A failure to consult properly and adequately can lead to a policy or decision being overturned by the courts. Consultation forms part of a Local Authority's general duty to act fairly and the Council should take into consideration responses from a consultation before approving the recommendations in this report.

6.3 Property Implications

6.3.1 There are no direct Property Implications regarding the setting up of the proposed Trading Company. There may be some

indirect Property Implications regarding the existing property use and future accommodation needs that result from the subsequent service changes. Strategic Property Services are keen to explore these with the service as and when the accommodation aspects of the proposals become apparent.

6.3.2 Any future transfer of property to the Trading Company from the Council will have to be undertaken at market values and subject to the Council Property Procedure Rules (PPR's).

6.4 Public Health Implications

The current in house Well Being Services offer a variety of activities aimed at reducing the burden of ill health for vulnerable people. This includes activities to increase levels of physical activity and improve nutrition.

Through the proposed LATC the Council has identified a means whereby it can offer independence and wellbeing services more widely with the potential for income generation.

Wellbeing services has an obvious benefit to service user and carers in increasing health and potential respite to Carers. If the LATC is successful as other examples have been these benefits will increase. There will be a need for the Council to monitor the development of the LATC to ensure a) these benefits are realised and b) that if the company is not successful there are contingency plans to protect vulnerable residents.

7. KEY RISKS

As detailed in Part 2.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

A successful trading company will enable the Council to continue to provide high quality, accessible services to all in a challenging financial environment.

8.2 Growth and Sustainability

Forming a trading company will assist with the retention of Council staff in the areas selected for trading, and will, provide sustainable employment opportunities. As 60% of the Council's staff live in the Borough, potentially 60% of staff who transfer to the Trading Company are subsequently likely to live and work in the Borough.

The Success of the Trading Company lies within effective use of it's resources and capabilities to facilitate growth within Enfield and neighbouring boroughs.

8.3 Strong Communities

A number of Independence and Well Being buildings are already being utilised by community groups.

Outreach and several equipment offers focus on vulnerable people continuing to be part of their community. Significant attention is assigned to reduce the likelihood that citizens will need to leave their homes as their needs become more complex.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

Forming a trading company has the potential for improving performance of the selected services through a greater focus on efficient, effective service delivery and providing improved value for money. Shadow Trading and the development of a comprehensive Management Information dashboard has prepared the service infrastructure for need to continue to grow and improve.

10. HEALTH AND SAFETY IMPLICATIONS

The management agreement between the Council and the Trading Company will require the company to comply with all Health and Safety regulations. The estate has significant experience in Managing Health and Safety, Quality Standards and CQC registered services.

Background Papers

None

Appendix 1

Local Authority Trading Company Examples

<http://www.croydon-care-solutions.com/>

Croydon Care Solutions (CCS) is the name given to Croydon's LATC which was established in March 2011. CCS is the parent company and there are 2 subsidiaries, Croydon Day Opportunities and Croydon Equipment Services. Croydon Care Solutions delivers day opportunities for vulnerable people, Community Support for adults with Learning Disabilities, Equipment Services, Employment Services, and Partnership Services for other Local Authorities.

<https://www.ecl.org/about-us/> - <https://www.essexcares.org/>

As a Local Authority Trading Company, Essex Cares has a block contract for services with KPIs linked to payment mechanisms. This ensures that the relationship is a commercial arrangement and is transparent in terms of interests. Indeed the basis of the LATC formation was on certain specific conditions which avoid the challenge of for example providing state aid and also having to fully tender in the first instance all the transferring services.

A key benefit of being an LATC is now being able to trade outside of Essex CC and engage both with self-funders as well as other local authorities. As a provider to Essex CC and health the situation is being examined to ensure that delivery is secured for the future through QIPP plans.

Essex Cares has undergone a recent re-brand. Now trading under the name ECL, their responsive and flexible teams deliver: Mobility aids and equipment, Outreach, Reablement, Sensory Services, Telecare, Well Being Hubs and Work Based Training.

<http://www.seftonnewdirections.co.uk/>

Sefton New Directions is an independent care provider owned and controlled by Sefton Council and regulated by the Care Quality Commission. New Directions offers adult service users rewarding and fulfilling lives through individualised support and care that also deliver peace of mind for families and loved ones.

Day care and longer term services are tailored to individual needs, whether that's at home, in the community or in specialist respite and residential units.

Recently they have expanded into Sefton's modern leisure facilities, providing lots more opportunity for fulfilling lives.

Care and support is for adults of all ages with disabilities as well as older people with age related conditions including Dementia. Included services:

Young Adults
Health Wellbeing

Care at Home

Positive Mental

Senior Living
people moving on

Supported Accommodation

Young

Shared Lives
and Respite

Chase Heys

Short Stay

The Autism Unit

Dementia Care

<http://www.yourchoicebarnet.org/>

Your Choice Barnet is a Local Authority Trading Company owned by Barnet Council. It is a specialist social care organisation offering support for hundreds of people with physical and learning disabilities. These range from visual and hearing impairments to autistic spectrum conditions and behaviours that may challenge services.

Services include

- a variety of day services
- support for people to live independently in their own homes
- a highly regarded short breaks (respite) service.

People are encouraged to make use of personal budgets, exercise more choice through individual plans and take real control over their lives.

Your Choice Barnet also offers consultancy and training.

