



Adult Social Care and Public Health Committee

Date: Thursday, 3 March 2022
Time: 6.00 p.m.
Venue: Floral Pavillion, Marine Promenade, New Brighton, CH45 2JS

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AGENDA

1. WELCOME AND INTRODUCTIONS
2. APOLOGIES
3. MEMBER DECLARATIONS OF INTEREST

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

4. MINUTES (Pages 1 - 6)

To approve the accuracy of the minutes of the meeting held on Tuesday 25th January 2022.

5. PUBLIC QUESTIONS

PUBLIC QUESTIONS

Notice of question to be given in writing or by email by 12 noon Monday 28th February 2022 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 10.

STATEMENTS AND PETITIONS

Statements

Notice of representations to be given in writing or by email by 12 noon Monday 28th February 2022 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 11.

Petitions

Petitions may be presented to the Committee. The person presenting the petition will be allowed to address the meeting briefly (not exceeding one minute) to outline the aims of the petition. The Chair will refer the matter to another appropriate body of the Council within whose terms of reference it falls without discussion, unless a relevant item appears elsewhere on the Agenda. Please give notice of petitions to committeeservices@wirral.gov.uk in advance of the meeting.

MEMBER QUESTIONS

- 6. RATES AND FEES ENGAGEMENT EXERCISE OUTCOME (Pages 7 - 20)**
- 7. COMMISSIONING ACTIVITY Q1 (Pages 21 - 30)**
- 8. INTEGRATED CARE SYSTEM (Pages 31 - 52)**
- 9. WIRRAL SAFEGUARDING ADULTS BOARD (Pages 53 - 58)**

The diagram in 3.3 may not be suitable to view for people with disabilities, users of assistive technology or mobile phone devices. Please contact committeeservices@wirral.gov.uk if you would like this document in an accessible format.

- 10. DIRECT PAYMENTS UPDATE (Pages 59 - 84)**
- 11. COVID 19 RESPONSE UPDATE (Pages 85 - 102)**

12. **WIRRAL UNIVERSITY TEACHING HOSPITAL CARE QUALITY COMMISSION INSPECTIONS AND PROGRESS AGAINST THE ASSOCIATED IMPROVEMENT PLANS (Pages 103 - 112)**
13. **THE CLATTERBRIDGE CANCER CENTRE NHS FOUNDATION TRUST UPDATE REPORT (Pages 113 - 122)**
14. **ADULT SOCIAL CARE AND HEALTH PERFORMANCE REPORT (Pages 123 - 196)**
15. **WIRRAL EVOLUTIONS VALUE FOR MONEY REPORT (Pages 197 - 278)**
16. **ADULT SOCIAL CARE AND PUBLIC HEALTH WORK PROGRAMME (Pages 279 - 284)**

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Tuesday, 25 January 2022

Present: Councillor Y Nolan (Chair)

Councillors I Camphor M Jordan
 K Cannon S Mountney
 S Frost C O'Hagan
 P Gilchrist Jason Walsh

Deputy: Councillor C Jones (In place of T Cottier)

76 APOLOGIES

Apologies for absence were received from Councillor Moira McLaughlin.

77 MEMBER DECLARATIONS OF INTEREST

Members were asked to declare any disclosable pecuniary interests and any other relevant interest and to state the nature of the interest.

The following declarations were made:

Councillor Chris Jones	Personal interest by virtue of her employment in the NHS.
Councillor Mary Jordan	Personal interest by virtue of her employment in the NHS, her son's employment in the NHS and her involvement as a trustee for 'incubabies'.
Councillor Clare O'Hagan	Personal interest by virtue of her employment in the NHS.
Councillor Jason Walsh	Personal interest by virtue of a family member's employment in the NHS.
Councillor Ivan Camphor	Personal interest as a General Practitioner at Heatherlands Medical Centre, Medical Secretary for Mid-Mersey Medical Committee and a GP representative for Cheshire Mid-Mersey.
Councillor Yvonne Nolan	Personal interest as a governor at Clatterbridge Cancer Centre.

78 **MINUTES**

Resolved – That the minutes of the meeting held on 16 November, 2021, be approved and adopted as a correct record.

79 **PUBLIC QUESTIONS**

No public questions, statements or petitions had been received.

80 **SHARED LIVES SERVICE - DEVELOPED MODEL OPTION**

The Lead Commissioner: Community Care Market introduced a report which provided a summary of the developed Shared Lives Option paper which was approved for progression at the Adult Social Care and Public Health Committee on 23 September 2021 (minute 44 refers).

The report gave a detailed breakdown of the developed option and provided an update on establishing a Shared Lives framework, including the proposed costs of an in-house service with a complementary framework of providers, the staffing establishment required and the necessary regulatory requirements.

The Lead Commissioner and Director of Care and Health responded to a number of comments from Members, outlining the comprehensive engagement process which had taken place; how the service could be grown, one of the reasons for bringing the service in-house, as the profile of the service would also be raised; and the invest to save approach, providing a real alternative to residential care by keeping people safe and supported in their own homes.

Resolved – That,

(1) approval for the development of an in-house Shared Lives Model to be delivered during financial year 2022/2023 be authorised;

(2) delegated authority be given to the Director of Health and Care to:

(A) Establish a procurement framework of Shared Lives providers to complement the inhouse Shared Lives service, and

(B) Extend the current Shared Lives contract for 12 months to enable the new service developments to be put in place.

81 **DISCHARGE TO ASSESS (D2A) BED-BASED SERVICE MODEL**

The Lead Commissioner: Integrated Care Services introduced a report which provided an update on the transfer of the D2A (Discharge to Assess) bed-

based provision from the range of services in the independent care home sector, to a single service operated by the NHS. The proposal to proceed with this model was supported by this Committee on 7 June, 2021 (minute 9 refers).

The Lead Commissioner and Director of Care and Health responded to a number of comments from Members, assuring the Committee of the Infection Prevention Control measures in place at Clatterbridge. The Director spoke of the very fluid occupancy situation with regard to the 71 beds available and the additional beds being currently unavailable due to Covid, but due to open shortly.

The Director of Public Health confirmed the current Covid regulations and the self-isolation period, currently 10 days which would continue until the end of March, although with a negative lateral flow test on days five and six, it was possible to leave the isolation period earlier.

Resolved – That the report be noted.

82 **EXTRA CARE HOUSING**

The Lead Commissioner: All Age Independence introduced a report regarding planning for sufficient Extra Care Housing in Wirral. The report set out the plan to provide appropriate Extra Care Housing schemes in Wirral, that would support Wirral residents with eligible needs. These were needs that were assessed as eligible under the Care Act 2014. Details were given of the planned development of 554 units by 2025 on Wirral, and the work being undertaken with Liverpool City Region and Cheshire colleagues to develop a strategic approach to the provision of such units.

The Lead Commissioner responded to a number of comments from Members regarding the demand for these schemes and the principles around more specific extra care housing schemes.

Members welcomed the report and commented upon the importance of providing extra care housing, maintaining people's independence as much as possible.

Resolved – That the development of further plans for the growth of Extra Care Housing for Wirral, be agreed and the targets for growth and engagement with potential partners to identify opportunities for further Extra Care schemes, be supported.

83 **REVENUE BUDGET MONITORING MONTH 8**

The Director of Care and Health introduced the report which set out the financial monitoring information for the Adult Social Care and Public Health

Committee and provided an overview of budget performance for this area of activity. The report also detailed the projected year-end revenue position, as reported at Month 8 (November) 2021/22, projected to be a £0.519m favourable position. The Director reported that progress had been made in delivering savings in 2021/22 due to the review of care packages. He also acknowledged the additional funding received from central government in terms of Covid grants and also from the NHS.

Resolved – That Committee notes:

- (1) the projected year-end revenue forecast position of £0.519m favourable, as reported at month 8 (November) of 2021/22;**
- (2) the progress on the achievement of approved savings and the projected year end forecast position at month 8 (November) of 2021/22;**
- (3) the reserves allocated to the Committee for future one-off commitments;**
- (4) the projected year-end capital forecast position of £0.125m adverse, as reported at month 8 (November) of 2021/22;**
- (5) the current activity profiles from 2018 to month 8 (November) of 2021/22.**

84 **2022/23 BUDGET UPDATE**

The Head of Legal Services introduced the report which provided consideration of the recommendations of the Policy and Resources Committee in respect of the 2022/23 Budget Update. The proposals outlined were part of a draft budget and were therefore not without prejudice, and it was for the Committee to focus on these specific proposals, any comments on which would be fed back to the Policy and Resources Committee.

The report included one savings proposal titled Demand Mitigation – Technology and Care Package Review which was an increased efficiency requirement for 2022/23 against the community care budget based on a range of case reviews, demand management approaches and care provider market shaping, providing a saving of £3.89m.

Members queried how the saving would be achieved and whether a guarantee could be made that those who needed care would still be able to access it. The Director of Care and Health explained different opportunity savings and that these were counted once a care package had been reduced as a result of providing alternative services which allowed residents to live more independently. He outlined that as care packages were reviewed on an

individual basis, care would only ever be reduced when it was safe to do so and where it was in the interest of an individual to do this.

Resolved – That

- (1) the 2022/23 draft budget proposals be noted.**
- (2) the Director of Care and Health be authorised to take the necessary action to consult on any proposals that require additional consultation and take necessary action to deliver the resulting service changes in consultation with the Chair and Group Spokesperson or reporting to the Adult Social Care and Public Health Committee as the Director considers appropriate.**

85 **COVID-19 RESPONSE UPDATE**

The Director of Public Health introduced the report which provided the Committee with an update on surveillance data and key areas of development in relation to Wirral's Covid-19 response and delivery of the Local Outbreak Management Plan. It was outlined that in the week to 19 January, 2022 there were 437 cases per day in Wirral, with 92 patients in hospital with Covid, as of 25 January.

The Director responded to a number of comments from Members and agreed to supply a response in writing as to the number of hospitalised Covid patients who were non-vaccinated and a breakdown of the age profiles.

Resolved – That the content of the report, the progress made to date and the ongoing Covid-19 response be noted and supported.

86 **WORK PROGRAMME**

The Head of Legal Services introduced the report of the Director of Care and Health which provided the Committee with an opportunity to plan and review its work across the municipal year.

Members made suggestions as to an additional item and the need to look at the item on suicide prevention as soon as possible.

Resolved – That the work programme be noted, with the item on suicide prevention being brought to the next meeting, and an additional item on dementia care and awareness being added for the new municipal year.

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Thursday, 3 March 2022

REPORT TITLE:	RATES AND FEES ENGAGEMENT EXERCISE OUTCOME
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

This report describes the outcome of the annual engagement exercise with the Local Community Care Market for fee rates to be paid to care providers for 2022/2023. The service areas that the rates and fees cover are Residential and Nursing care, Supported Living, Extra Care, Care and Support at home, Direct Payments and Shared Lives

This is a key decision as the total budget impact is £4.5m and it affects all wards.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to:

1. Approve the rates as set out in the table at 4.1 of this report that apply to services commissioned by Wirral Council and jointly commissioned services between Wirral Council and NHS Wirral Clinical Commissioning Group (CCG), in relation to Residential and Nursing care, Supported Living, Extra Care, Care and Support at home, Direct Payments and Shared Lives.
2. Approve the application of the rates with effect from 1 April 2022.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Council undertakes a fee setting engagement exercise on an annual basis, where rates and fees proposals are shared with the community care market, this exercise ran between 19th of November 2021 and 17th December 2021 and is complete.
- 1.2 The Council has maintained a considered balance between the cost of care, maximising value for the Wirral pound, whilst considering local factors, quality and meeting needs of Wirral residents.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Not to undertake an annual engagement exercise.
- 2.2 The Council has shared the fee models with care providers. It has responded to the issues raised during the consultation period, reflecting on the proposed changes and stated the reasons for its proposals. Accordingly, the final proposal is reasonable and is well considered.
- 2.3 The Council could have proposed other alternative fee rate levels.

3.0 BACKGROUND INFORMATION

- 3.1 Under the Care Act 2014 Local Authorities (LA's) have a duty to promote diversity (choice) and quality in the care and support provider market. The purpose is to produce a sustainable and diverse range of care and support providers to deliver good quality, innovative and cost-effective services, and support to promote the well-being of every person with need of care and support.
- 3.2 This requires LAs to identify those with care and support needs in their area, identify what needs require prioritising and then encouraging provider competition, while monitoring the quality of the services provided. In addition, LA's have a duty to assure provision is of a good quality to meet needs.
- 3.3 In order to avoid challenge the Council must be able to demonstrate that the approach adopted in relation to the decision is open, fair, and transparent. Provided that the Council has followed due process and given due regard to the actual costs of care and local factors, then the decision as to what fees it will pay to care home providers is a matter for the Council and it may take into account its financial circumstances in coming to that decision.
- 3.4 When considering the actual cost of care, fees have not been set mechanistically, but have given due regard to providers' costs, efficiencies and planned outcomes for people using services. Fee setting has taken into account the legitimate current and future costs as well as factors that may affect those costs (for example the Real Living Wage and National Living Wage) and not just the potential for improved performance and more cost-effective ways of working.

- 3.5 The commissioners' strategy is to set fees that stimulate a responsive and flexible marketplace, maintain capacity, and ensure that a range of provision is available to meet local demands across the whole health and social care economy, including suitable provision for people with dementia. The approach to fee-setting for 2022/23 reflects the joint approach taken between the Council and NHS Wirral Clinical Commissioning Group (CCG) via Wirral Health and Care Commissioning (WHCC).
- 3.6 Responsive and timely provision is required to support individuals appropriately in their community, avoiding and minimising the need for acute service and maximising outcomes for individuals. The Council is investing in the development of viable alternatives such as extra care housing and a range of reablement and community services to reduce and delay the need for long-term care.
- 3.7 The rates and fees paid by the Council need to reflect both the requirements for providers to be able to meet quality and safety standards and enable the Council to maintain a stable market which can offer quality provision, whilst also ensuring best value for money and consideration of local factors.
- 3.8 Wirral Health and Care Commissioning is committed to improving the outcomes for older people and people with disabilities in Wirral, and minimising future demand within a sustainable budget.
- 3.9 Proposals are made within the context of continuing significant financial pressures for both providers and the Council. The Council has given due regard to local market pressures and providers' actual costs of care, as well as its own financial circumstances.
- 3.10 The consultation covers services provided on behalf of Wirral Adult Care and Health and NHS Wirral Clinical Commissioning Group (CCG) as part of its joint commissioning arrangements as Wirral Health and Care Commissioning.
- 3.11 The report covers the following sectors: Residential and Nursing, Supported Living, Extra Care, Care and Support at home and Direct Payments. Shared Lives?
- 3.12 The following council themes will be met:
- A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations.
 - Brighter futures for our young people and families – regardless of their background or where they live.
 - Safe, vibrant communities where people want to live and raise their families.
 - Services which help people live happy, healthy, independent and active lives, with public services there to support them when they need it.
- 3.13 In December 2021, the Council introduced an opportunity to incentivise providers to pay the increased Real Living Wage (RLW) of £9.90 for a period between 1st December 2021 and 31 March 2022. This was funded by one-off grant monies provided by the Department of Levelling Up Housing and Communities. The fee models for 2022/2023 includes the continuation of this opportunity for those providers who wish to adopt the RLW. This fee rate initiative helped to support the market during with its covid response to attract, recruit and retain staff within the sector, and to

recognise the valuable work undertaken during the pandemic of the social care workforce.

3.14 The table below provides an analysis (to date) of the proportion of Wirral Council clients who are now receiving care from a Provider paying the RLW.

3.15 Table 1: Percentage of Wirral Council Clients receiving care from Providers paying RLW.

Care Type	%
Domiciliary Care / Extra Care	97
Residential/Nursing Care	75
Supported Living	91

3.16 Officers have been working with a range of technologies and a new asset-based approach to Social Work assessment, which will inform a review of all Supporting People funded cases during 2022/2023. It is anticipated that the outcome of the reviewed cases, will be cost neutral and therefore no anticipated impact on rates and fees of Adult Social Care Budget.

3.17 The Council has taken in to account the impact of an increased void rate in the local Care Home market following the pandemic in conjunction with its delivery of new models of care, including extra care. As a result, the Council has not supported or included any additional costs, other than in the existing model to attribute to increase.

4.0 FINANCIAL IMPLICATIONS

4.1 The table of proposed fees used within the engagement exercise:

Care Type	Fee Type	Unit	2021-22 Fee Rates	Proposed 2022-23 Fee Rates	% Fee Rate Increase	Estimated Budget Pressure £m
Supported Living - Day Support	RLW	Hourly	£16.92	£17.76	5.0%	1.28
	Standard to RLW	Hourly	£16.92	£17.76	5.0%	
	Standard	Hourly	£15.89	£17.06	7.4%	
Supported Living - Night Support	RLW	Night	£131.99	£138.57	5.0%	0.37
	Standard to RLW	Night	£131.99	£138.57	5.0%	
	Standard	Night	£124.00	£133.07	7.3%	
Extra Care - Older People	RLW	Hourly	£14.80	£15.54	5.0%	0.14
	Standard to RLW	Hourly	£14.80	£15.54	5.0%	
	Standard	Hourly	£13.90	£14.91	7.4%	
Extra Care - Adults (18-64)	RLW	Hourly	£16.92	£17.76	5.0%	0.14
	Standard to RLW	Hourly	£16.92	£17.76	5.0%	
	Standard	Hourly	£15.89	£17.06	7.4%	
Extra Care - Adults (18-	RLW	Night	£131.99	£138.57	5.0%	0.03
	Standard to RLW	Night	£131.99	£138.57	5.0%	

64)	Standard	Night	£124.00	£133.07	7.3%	
Residential Care - Long Term	RLW	Weekly	£527.00	£550.00	4.4%	0.61
	Standard to RLW	Weekly	£527.00	£550.00	4.4%	
	Standard	Weekly	£502.00	£532.00	6.0%	
Residential EMI Care - Long Term	RLW	Weekly	£589.00	£616.00	4.6%	0.35
	Standard to RLW	Weekly	£589.00	£616.00	4.6%	
	Standard	Weekly	£561.00	£595.00	6.1%	
Nursing Care - Long Term	RLW	Weekly	£565.00	£596.00	5.5%	0.43
	Standard to RLW	Weekly	£565.00	£596.00	5.5%	
	Standard	Weekly	£526.00	£571.00	8.6%	
Nursing EMI Care - Long Term	RLW	Weekly	£601.00	£633.00	5.3%	0.26
	Standard to RLW	Weekly	£601.00	£633.00	5.3%	
	Standard	Weekly	£560.00	£607.00	8.4%	
Domiciliary Care	RLW	Hourly	£17.79	£18.47	3.8%	0.51
	Standard to RLW	Hourly	£17.79	£18.47	3.8%	
	Standard	Hourly	£16.64	£17.61	5.8%	
Direct Payments	RLW	Hourly	£14.39	£14.89	3.4%	0.34
	Standard to RLW	Hourly	£14.39	£14.89	3.4%	
	Standard	Hourly	£14.06	£14.55	3.5%	
Total Increase						4.46

*NHS Funded Nursing Care (FNC) is paid in addition to the above fee rates for Nursing Care and Nursing EMI care. For 2021/22, the FNC rate will be £187.60 per week. The FNC rate for 2022/2023 was not announced at the time of writing the report

Commissioners will also factor in the cost pressures of the following fee rates as part of the Better Care Fund 22/23 priorities:

Care Type	Fee Type	Unit	2021-22 Fee Rates	Proposed 2022-23 Fee Rates	% Fee Rate Increase	Increased cost to Better Care Fund £m
Reablement	RLW	Hourly	£17.79	£18.47	3.8%	0.10
	Standard to RLW	Hourly	£17.79	£18.47	3.8%	
	Standard	Hourly	£16.64	£17.61	5.8%	
Mobile Nights (block)	RLW	Hourly	£18.43	£19.13	3.8%	0.03
	Standard to RLW	Hourly	£18.43	£19.13	3.8%	
	Standard	Hourly	£17.24	£18.24	5.8%	

Commissioners also factored in the pressures for the Shared Lives contract extension from 7th January 2022 to 7th January 2023. The impact of the fee increase will be from 1st April 2022 to 7th January 2023. This is summarised as follows, with an impact of £56,088:

Shared Lives Care Type	Current Rate	Proposed Rate	Additional Cost
Day Support (Carer Payment)	£9.50	£9.90	£2,401
All Bandings		5% uplift	£27,996
Management fee	£79.00	£95.00	£25,691

- 4.2 The cost of implementing the revised fees from 1 April 2022 is £4.5m for the full year 2022/23. This will be accommodated from growth within the overall budget setting for Adult Social Care which includes increased income from Social Care Support Grant and fully utilising the Social Care precept, as well as a range of efficiency proposals.
- 4.3 The proposed increases will ensure that providers are able to meet their statutory responsibilities, such as National Minimum Wage at £9.50 and Real Living Wage at £9.90, where they choose to pay Real Living Wage and meet employer workplace pension responsibilities and additional National Insurance Contributions of 1.25% from 1st April 2022.
- 4.4 The council budget for 2022/2023 will be discussed at Council on 28th February 2022. If any changes to the Council budget are agreed at that meeting, the Director of Health and Care will provide a verbal update to the 3rd March Adult Social Care and Public Health Committee for any potential impact on the rates and fees set out in this paper.

5.0 LEGAL IMPLICATIONS

- 5.1 The Council has undertaken an open engagement exercise with the market, which has been transparent.
- 5.2 The Council will as a result of the engagement exercise assure itself that it will meet legislative requirements in relation to national minimum and real living wage requirements.
- 5.3 The Care Act 2014 places a duty on the Local Authority to promote diversity and quality in provision of services, including the efficient and effective operation of a market in services for meeting care and support needs. The Local Authority must have regard to market sustainability, fostering continuous improvement in the quality of such services and the efficiency and effectiveness with which such services are provided; also to encourage innovation in service provision. The engagement exercise with the Local Community Care Market for fee rates to be paid to care providers for 2022/2023 and the rates, as set out in table 4, assist the Local Authority to meet its statutory obligation to meet needs for care and support within the market environment required by the Act.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

No implications arising as a result of this exercise.

7.0 RELEVANT RISKS

- 7.1 The Council could have not agreed the budget to continue to support the Real Living Wage for the Community Care Market, the impact of this would have meant that many frontline care staff would have had to revert to National Minimum Wage levels.
- 7.2 The Council could have held the rates at existing levels, but this was not an option given the national requirements in relation to wages

8.0 ENGAGEMENT/CONSULTATION

Date	Actions/Details
17th November 2021	Briefing to Provider Market
4-week period of engagement: 19 th November 2021 – 17 th December 2021	Verbal briefings at Provider Forums. Options for feedback include: <ul style="list-style-type: none"> • 1:1 individual meetings • Email feedback via dedicated email address for each sector • Conversation on Provider portal
Wc 11 th January 2022	Council concludes officer recommendations to be included in the report to Adult Social Care, Health and Public Health Committee in March 2022
Wc 11 th January 2021	Council drafts its final fee rate proposals for Joint Health and Care Commissioning Executive Group (JHCCEG)
March 3 rd 2022	Report delivered to Members at Adult Social Care and Public Health Committee, with recommendation to approve and implement from 1 April 2022.

9.0 EQUALITY IMPLICATIONS

No equality implications arising as a result of this exercise.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

No environmental implications arising as a result of this exercise.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 Many of the services provided on Wirral are delivered by Local Businesses
- 11.2 The introduction and continuation of the Real Living Wage has resulted in Community Care Market staff being paid the Real Living Wage of £9.90

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APPENDICES

Appendix 1 - For information and context, the report includes an appendix which details a summary of feedback given by providers as part of the consultation exercise.

BACKGROUND PAPERS

Joint Health and Care Commissioning Executive Group report - 4 May 2021.
Provider engagement briefing and engagement documents.

SUBJECT HISTORY (last 3 years)

Wirral Health and Care Commissioning has provided an annual report on the outcome of its rates and fees engagement exercise for the last 3 years.

Council Meeting	Date
Adult Social Care and Public Health Committee – Outcome of Provider Rates and Fees annual exercise	7 th June 2021
Adult Social Care and Public Health Committee- Shared Lives Review	23 rd September 2021

Appendix 1

CONSULTATION

CONSIDERATION OF FEEDBACK FROM PROVIDERS

The following aspects of the marketplace have been consulted with:

- Residential and nursing care
- Supported living
- Extra care
- Domiciliary Care
- Shared Lives

Feedback and comments were received from the following number of providers:

- Residential and nursing care: 14
- Supported living: 9
- Domiciliary Care: 1
- Shared Lives: 1

In total, 25 providers responded to the consultation.

Some providers sent multiple comments; therefore, the actual number of responses in the table (overleaf) does not agree to the above breakdown of providers who responded.

During the 2021-22 fee setting process the Council commissioned consultants (C.co) to undertake an independent and objective Cost of Care Exercise to provide assurance on both the approach taken to setting local rates and costs to be considered.

As the exercise found the Council had a robust and comprehensive costing model for the in-scope types of care (which included Residential and Nursing Care) that supports the calculation of care fees and meets legislative and market requirements, no changes have been made to the models used during the 2022-23 exercise.

Ref	Comment	Qty	Response
1	<u>Residential/Nursing</u>		
1.1	Is the Council committed to continuing to pay an enhanced fee to Real Living Wage Providers?	3	The Council has agreed to continue to offer an enhanced fee rate for those providers who are committed to paying all staff the Real Living Wage in 2022-23.
1.2	Increased costs of general employment (nurses, managers, deputies ancillary staff) where salaries are dictated by market forces	2	The Council has uplifted all staff in line with RLW/NLW within the fee models
1.3	We are currently employing more staff than the model proposes, due to Covid	1	The Council recognises that there will be variance in the marketplace in terms of the staffing structure employed, with some homes employing more staff than others. The staffing levels used within the fee models were derived from the independent work of CIPFA C.co. Additional Covid grant monies are made available to Providers to assist with financial pressures.
1.4	We incur significant licencing costs with the introduction and ongoing operation of digital technologies	1	Operational costs have been amended to reflect the relevant inflation rate.
1.5	Significantly above inflation cost increases across insurance, food, utilities, cleaning and medical supplies, equipment, general supplies	6	The Council used the current CPI rate at the time of fee setting
1.6	Care homes are required to meet the 1.25% increase in National Insurance contributions	3	The Council has built in the increase in National Insurance contributions rate into the fee models used to calculate the fee rates
1.7	Real Living Wage Providers fee rates are increasing at a lower rate than Standard Fee Rate Providers.	1	The Council fee rate models incorporate the increase in RLW or NLW into each of the models. For 22/23 the increase in RLW is from £9.50 to £9.90 (4.21%) and the increase in NLW, used in the

			Standard Rate model, is from £8.91 to £9.50 (6.6%).
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2	Supported Living	
2.1	What has been built into the fee model for sickness?	3 The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting
2.2	Has there been any allowance made for the additional bank holiday in 2022?	1 The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting. No change has been made to the bank holiday allowance.
2.3	Why is the Supporting People rate lower than the Supported Living rate?	3 We are looking to do a review of Supporting People funding for Wirral during the 2022-2023 financial year.
2.4	Why are the waking nights paid at the same rate as the sleeping night?	1 Following the judgement of the Supreme Court Appeal (Mencap vs Tomlinson), Wirral is not looking to move from the position that we outlined in our rates and fee model.
2.5	Can the Council confirm if there will be continued support with the cost of PPE	1 Any future government funding will be passported to Providers to assist with additional costs, as per previous rounds of funding.
2.6	Costs are increasing at a rate much higher than inflation	1 The Council used the current CPI rate at the time of fee setting
2.7	The Real Living Wage of £9.90 is below the current market rate	1 The Council has agreed to continue to offer an enhanced fee rate for those providers who are committed to paying all staff the Real Living Wage in 2022-23. The Council is aware that some providers may pay at a higher rate than Real Living Wage which will be based on a business decision.
2.8	The ratio of staff to management support we operate is high	1 The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting
2.9	Increased costs of general employment (senior support, service managers)	1 The Council has uplifted all staff in line with RLW/NLW within the fee models
2.10	Allowance for training days is low	1 The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting
2.11	No allowance for maternity/paternity cover	1 The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting

3	Domiciliary Care		
3.1	Allowance for managerial/coordinator costs is low	1	The Council has uplifted all staff in line with RLW/NLW within the fee models
3.2	Travel time allowance is low	1	The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting
3.3	Recruitment costs uplift is low	1	The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting. Additional Government funding has been and will continue to be passported to providers to assist with costs of recruitment and retention.
3.4	No uplift is given against insurance costs	1	The Council applied the current CPI rate at the time of fee setting
3.5	Increase in digital technology costs	1	Operational costs have been amended to reflect the relevant inflation rate.
3.6	Profit margin is low	1	The fee models were derived from the independent work of CIPFA C.co and approved at the 21/22 fee setting

4	Shared Lives		
4.1	Management fee is insufficient	1	The Council acknowledges the current management fee requires uplift and has accommodated this as part of the 22-23 fee setting consultation



ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Thursday, 3 March 2022

REPORT TITLE:	COMMISSIONING ACTIVITY QUARTER 1 2022/2023
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

The purpose of the report is to notify Adult Social Care and Public Health Committee of the commissioning activity for Quarter 1 of financial year 2022/2023.

1. Wirral Independence Service (WIS) - Medequip – Extension of the current contract which expires on 30th June 2022 for a further 2 -year period to 30th June 2024. This is the final contract extension option of 2 years within the current contract.
2. Delegated Social Work contracts with
 - a) Cheshire and Wirral Partnership Foundation Trust (CWP) - Renewal of current agreement with a six-week contract extension to 30th September 2023.
 - b) Wirral Community Health and Care NHS Foundation Trust (WCHCFT) - Renewal of current agreement with a 16-month contract extension to 30th September 2023.

These are key decisions that affect all wards

RECOMMENDATION/S

1. The Adult Social Care and Public Health Committee is recommended to agree to:
 - a. Extend the current Wirral Independence Service contract with Medequip on the terms set out in the report for a period of 2 years until 30th June 2024 at a total cost of £7.7m
 - b. Enter a further S75 Agreement on substantially the same terms as those which currently apply with Cheshire and Wirral Partnership Foundation Trust for a period of 6 weeks until 30th September 2023 at a total cost of £710,598
 - c. Enter into a further S75 Agreement on substantially the same terms as those which currently apply with Wirral Community Health and Care NHS Foundation Trust for a period of 16 months until 30th September 2023 at a total cost of £12,377,167
 - d. Authorise the Director of Law and Governance in consultation with the Director for Adult Social Care and Health to negotiate and conclude both of the S75 Agreements within the overall financial envelope set out and on substantially the same terms as those which currently apply.

2. Request the Director of Care and Health to submit a report to a future meeting of the Committee in respect to the delivery of Delegated Social Work services.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Wirral Independence Service - Medequip
 - 1.1.1 To enable a full review of the service and service specification during 2022/2023 and to carry out a full procurement exercise in line with the Councils procurement regulations before the end of the contract in June 2024.
 - 1.1.2 To enable time to undertake a comprehensive stakeholder engagement exercise
 - 1.1.3 To enable time to complete a current transformation project which is underway to replace analogue with digital technology for personal remote monitoring
- 1.2 Delegated Social Work Contracts (CWP and WCHCFT)
 - 1.2.1 To undertake a review of the current delivery arrangements for adult social care duties and functions.
 - 1.2.2 To undertake a comprehensive stakeholder engagement exercise to inform the review.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Wirral Independence Service – Medequip
 - 2.1.1 To end the current contract and complete a full procurement exercise- due to the size and complexity of the service, it would be beneficial to allow time to undertake further analysis of future requirements before undertaking a procurement exercise.
 - 2.1.2 To not extend for the full two-year period- however, time is required to undertake a review and engagement process and also the procurement arrangements.
- 2.2 Delegated Social Work Contracts (CWP and WCHCFT)
 - 2.2.1 To end the contract and return the service to an in-house provision. The contract renewal recommended will enable time to complete a full review and to present a further report to a future Adult Social care and Public Health Committee with a range of options.
 - 2.2.2 To end the contracts and procure the statutory services through an open tender exercise. Procurement advice remains that, as the benefits of integrated services can only be fully achieved by partnership with existing NHS providers of health and care services in Wirral, an open tender exercise is not the appropriate procurement method.

3.0 BACKGROUND INFORMATION

- 3.1 Wirral Independence Service-Medequip
 - 3.1.1 This is a joint commission between the Wirral Council (WBC) and Wirral Clinical Commissioning (WCCG) Group and Public Health. WBC and WCCG commissioned this service with the aim of supporting people to remain independent and safe in their own home.

3.1.2 Wirral Council has had a contract with Medequip since 1st July 2015 with contract terms in place of:

- 4 years plus an Option to extend for 3 years plus, a final option to extend for a further 2 years.

3.1.3 During the lifetime of the contract, the service now also supports provision of equipment to schools for specialist equipment

3.1.4 The overarching aim of this service is to support people to live independently in their own homes as long as possible. This includes as part of the wider Wirral Independence Service offer of the provision of specialist community equipment, a telecare monitoring and response service, and a Falls Prevention Service. This is an Integrated Community Equipment Service (ICES) for adults and children within the geographical boundary of Wirral Borough Council, including those who live out of Borough and are registered with a Wirral GP.

The service includes

- Pressure care
- Response for Continuing Health Care (CHC),
- Adult Visual Impairment & Hearing Impairment equipment,
- Telecare, Telehealth and remote monitoring (equipment, installation, maintenance, decontamination and repair and recycling).
- Incorporating
 - an online IT requisition,
 - monitoring and reporting system and
 - Retail Outlet/ Demonstration facility,
 - online self-help system and to include
 - suitably qualified, knowledgeable, and experienced staff to support those funding their own care and to provide professional assessment and oversight within the service.

3.1.5 The incumbent provider procures community equipment as set out in a service specification agreed with Commissioners to the standards and guidance as set by the Medicines and Healthcare products Regulatory Agency (MHRA) and identified within the NHS Controls Assurance Standards.

3.1.6 The service operates 7 days a week to achieve:

- Delivery of equipment
- Installation of equipment
- Technical support/knowledge
- Maintenance and repair of equipment
- Collection and decontamination of equipment
- recycling, disposal and adaptation of equipment
- reissue of community equipment

3.1.7 The Contract extension will include contract variations to implement within the 2-year extension period to include:

- To work collaboratively with Wirral Health and Care Commissioning (WHCC) to develop a multi-disciplinary approach Independent Living Centre in partnership with other stakeholders across Wirral.
- To strengthen its approach to best value and procurement approach during the remaining two years of contract, through continuous proactive negotiations with suppliers, geographic pricing comparisons and reviews.
- Work proactively on reducing additional costs of supply – seeking local alternatives make and buy from UK.
- Work with Wirral to achieve a suitable and affordable pricing model to achieve the WIS contract cost envelope.
- To work collaboratively with Wirral to enact a rental agreement for equipment
- To work proactively and collaboratively with WHCC and wider stakeholders to maximise equipment recovery and recycling to support the Council with its carbon reduction mission
- To work collaboratively with WHCC and wider stakeholders to achieve the new KPIs set around equipment recovery and recycling as above.
- To work in collaboration with WHCC to drive the Early Intervention and Prevention and NHS England 2 Hour Crisis Response National Initiatives, by recalibrating service delivery to meet urgent equipment requests between 16:00 and 18:00 7 days a week.
- Reduce the impact of the environment through tracking and recycling of equipment, reducing the carbon footprint
- To work collaboratively with WHCC to achieve a carbon neutral service provision across the extended two years of contract in line with Wirral Council's priorities, objectives, and values.
- To work with WHCC to achieve value for money Assistive Technology Equipment installation, monitoring and response service solutions in line with the switchover from the old analogue public switched telephone network (PSTN) to a fully digital network by 2025.
- To work collaboratively with WHCC to review cost of call centre and explore alternative operating models e.g., virtual or agile/hybrid working to maximise efficiencies and financial gain share.
- To work with WHCC to support Early Intervention and prevention initiatives and data quality through the development of interface between Digital Equipment ordering system for Community, Liquid Logic and NHS systems

3.2 Delegated Social Work Contracts (CWP and WCHCFT)

3.2.1 Wirral Borough Council has a Section 75 Agreement in place with WCHCFT for the provision of "Social Care Services" and a Section 75 Agreement in place with CWP for "All Age Disability Services". Both contracts include the delegated responsibilities for statutory assessment and provision under the Council's statutory Care Act Duty.

3.2.2 The WCHCFT Section 75 Agreement for "Social Care Services" commenced on 30 May 2017 for a contract period of 5 Years. The annual Contract value is £9,532,900.

- 3.2.3 The CWP Section 75 Agreement for “All Age Disability Services” commenced on 17 August 2018 for a period of 5 Years. The annual; contract value is £5,981,800
- 3.2.4 Contract Procedure Rules were followed at the award of both contracts, and direct awards were made on the basis that no other provider was able to meet the local Integrated Care arrangement requirements, this remains the case .
- 3.2.5 Officers recommend that both contracts be synchronised and extended to 30th September 2023 to enable a full review of current service provision
- 3.2.6 Contract extensions would enable the Council to:
- Use analysis of feedback from key stakeholders and those with lived experience to inform any future recommendations
 - Be assured that the Trusts are implementing working arrangements at a neighbourhood level, are contributing to the reduction of health inequalities and deliver outcomes in line with the Healthy Wirral and Live Well in our Community principles
 - Undertake a detailed review of financial arrangements to ensure that the service remains good value and are sustainable.
 - Be assured that the integrated model will deliver necessary efficiency targets of £3.9 million in 2022/23 and the required efficiencies in subsequent years
 - Be assured that both Trusts continue to deliver the delegated statutory functions of the Council in a person-centred way and at the expected level of performance and quality
 - Undertake an options appraisal for future service delivery options
 - Determine whether both contracts could be drawn in to one
- 3.2.7 Officers will bring a further report with recommendations and options for consideration to a future Adult Social Care and Public Health committee for the future delivery of the services.
- 3.2.8 Timescales:

April 2022	Brief Incumbent Providers, scope and agree content of review
April 2022 - August 2022	Delivery and Stakeholder Engagement
September 2022	Report to Adult Social Care, Health and Public Health Committee with Officer recommendations

4.0 FINANCIAL IMPLICATIONS

- 4.1 Wirral Independence Service – Medequip
- 4.1.1 Extending the current contract for 2 full years to 30th June 2024 would represent yearly commitments each financial year as follows:

Financial Year	Period	Contract Value
2022-23	1 July 2022 - 31 March 2023 (9 months)	£2.9m
2023-24	1 April 2023 - 31 March 2024 (12 months)	£3.9m
2024-25	1 April 2024 - 30 June 2024 (3 months)	£0.9m
Total		£7.7m

This service is currently fully funded through the Better Care Fund.

4.2 Delegated Social Work Contracts (CWP and WCHCFT)

4.2.1 Based on the current 2021-22 contract value of £9.3m extending the current contract with Wirral Community Health and Care NHS Foundation Trust to 30th September 2023 would represent yearly commitments each financial year as follows:

Financial Year	Period	Contract Extension Value
2022-23	1 June 2022 - 31 March 2023 (10 months)	£7.74m
2023-24	1 April 2023 – 30 September 2023 (6 months)	£4.64m
Total		£12.38m

4.2.2 Extending the current contract with Cheshire and Wirral Partnership Foundation Trust to 30th September 2023 would align the two delegated social work contracts. Based on the current 2021-22 contract value of £5.9m this would represent yearly commitments each financial year as follows:

Financial Year	Period	Contract Extension Value
2023-24	18 August 2023 – 30 September 2023 (44 days)	£0.71m
Total		£0.71m

4.2.3 The contract values are incorporated into the budget envelope allocated to Adult Social Care and Public Health and do not represent an additional pressure to the new financial year.

5.0 LEGAL IMPLICATIONS

5.1 Wirral Independence Service – Medequip

5.1.1 Wirral Council and the Clinical Commission Group is required to meet its statutory duty under the Care Act to provide specialist Equipment to the Wirral population

5.1.2 In accordance with the Council's contract procedure rules, renewal is permissible as the option to extend was written into the original contract won by Medequip in open competition and it is considered that the extension would provide value for money.

5.2 Delegated Social Work Contracts (CWP and WCHCFT).

5.2.1 The Local Authority has a statutory duty under the Care Act to meet needs for care and support consistent with the outcome of an assessment of needs and the eligibility criteria. Both S75 Agreements include the delegated responsibilities for assessment and provision and will enable the Council to continue to meet its statutory duties

5.2.2 In respect of the 2 Section 75 Agreements with CWP and WCHCFT renewal without competition is permissible under Regulation 12(7) of the Public Contracts Regulations 2015 which allows public authorities to co-operate with the aim of ensuring that public services are provided with a view to achieving common objectives in the public interest provided they perform on the open market less than 20% of the activities concerned by the co-operation.

5.2.3 Enter into a further S75 Agreement on substantially the same terms as those which currently apply with Cheshire and Wirral Partnership Foundation Trust up to 30th September 2023 at a total cost of £710,598

5.2.4 Enter into a further S75 Agreement on substantially the same terms as those which currently apply with Wirral Community Health and Care NHS Foundation Trust up to 30th September 2023 at a total cost of £12,377,167.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 Wirral Independence Service – Medequip

6.1.1 No current implications for the Council met within existing resources

6.2 Delegated Social Work Contracts (CWP and WCHCFT)

6.2.1 No current implications for the Council met within existing resources

7.0 RELEVANT RISKS

7.1 Wirral Independence Service – Medequip

7.1.1 If the contract were not extended there would be a risk the Council would not meet its statutory duty under the care act

7.1.2 If the current provider chose not to extend the contract, then a procurement exercise would need to be undertaken at short notice which may not deliver most economically advantageous tender.

7.2 Delegated Social Work Contracts (CWP and WCHCFT)

7.2.1 If the contracts were not renewed the Council would need to make alternative arrangements for the delivery of statutory adult social care services.

8.0 ENGAGEMENT/CONSULTATION

8.1 Wirral Independence Service – Medequip

8.1.1 Stakeholder engagement will be undertaken as part of the 2-year extension period with relevant stakeholders, existing provider and people who use the service. This will be held between June 2022 and June 2023

8.2 Delegated Social Work Contracts (CWP and WCHCFT)

8.2.1 Stakeholder engagement will be undertaken as part of the renewal period with relevant stakeholders, existing providers and people who use the service. This will be held between April 2022 and August 2022

9.0 EQUALITY IMPLICATIONS

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 Equality implications are embedded into the procurement and tender processes used as part of the application process and are taken into account when evaluating tender applications. Equalities implications are also part of the decision-making process when an award is made.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 Wirral Independence Service – Medequip

10.1.1 Wirral Independence Service from March 2022 will be operating using Electric vans for delivering equipment within Wirral reducing carbon emissions

10.1.2 Wirral Independence service will increase its recycling initiatives to ensure that less new products are bought and more are recycled

10.1.3 Wirral Independence service will aim to procure products from UK and local suppliers, which will aid to reduce carbon emissions

10.2 Delegated Social Work Contracts (CWP and WCHCFT)

10.2.1 This will be refreshed as part of the review period April 2022 to August 2022

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Wirral Independence Service – Medequip

11.1.1 The current service offer is delivered within the Wirral geographical boundary with contributions to local economy on Wirral with rates being paid

11.1.2 As the service is based on Wirral this offers employment to people who live locally

11.1.3 The service is available to Wirral people of all ages, including schools

11.1.4 The falls prevention service contributes to a reduction of demand on local health and care systems and admission to acute settings

11.2 Delegated Social Work Contracts (CWP and WCHCFT)

11.2.1 The current service offers are delivered within the Wirral geographical boundary and provides local employment for people who live on Wirral.

11.2.2 The services enable local people to access professional training and develop their skills to meet local need and attain professional qualifications

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APPENDICES

N/A

BACKGROUND PAPERS

LGA peer review May 2019

Section 75 agreement WCHCFT 2017

Section 75 agreement CWP 2018

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Integration Cabinet Paper	16th January 2017
Integration- Adult Care and Health Overview and Scrutiny	30th January 2018
Integration- Health Overview and Scrutiny Committee on Tuesday	30th January 2018



ADULTS SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Wednesday 3 March 2022

REPORT TITLE:	INTEGRATED CARE SYSTEM
REPORT OF:	DIRECTOR OF ADULT CARE AND HEALTH

REPORT SUMMARY

The purpose of this report is to update the committee on the development of the Integrated Care System and the changes to Wirral's Clinical Commissioning Group (CCG) and request that the committee approve in principle the draft terms of reference for the Wirral Place Based Partnership.

This report affects all wards but is a key decision.

RECOMMENDATIONS

The Adult Social Care and Public Health Committee is recommended to:

1. Consider the implementation plans of the Council and the NHS in respect of the Health & Care Bill still going through Parliament and its impact on the Council. In readiness for which the Committee:
 - a) approves the terms of reference for the Wirral Place Based Partnership Board and
 - b) agrees to establish a shadow Committee in common in the form of a sub-committee consisting of 3 Members politically balanced with terms of reference as detailed in appendix 2.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATIONS

- 1.1 It is important to ensure that the Committee is engaged in the development of the Integrated Care System, the impact on Wirral as a place and the impending changes for Wirral's CCG. Regular briefings will continue to be provided to keep members of the committee informed of national, regional and local progress.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report provides an update on the development of the Integrated Care System and the changes to Wirral's Clinical Commissioning Group (CCG) that come into place in July 2022 and will jointly drive forward and oversee local integration. There are a number of ways that health and social care partners can work together under place based arrangements, including an officer led arrangement, and these were explored in the workshops described in the report. Further alternative arrangements may come to light dependent on the final drafting of the Health and Care Bill upon it receiving Royal Assent and subsequent content of the relevant secondary legislation. These potential alternative options will be explored by the Council, and by the Sub-Committee if established, as well as by and in discussion with health partners.
- 2.2 The proposed JSCB Sub – Committee of the Adult Social Care and Public Health Committee which will sit in common with the ICB could consist of a different number of Members on a politically proportionate.

3.0 BACKGROUND INFORMATION

- 3.1 Partners across Wirral have a long history of working effectively together to agree and deliver shared outcomes. The Integrated Care System and the developmental Wirral Place Based Partnership will be inclusive, bringing together commissioners, providers and colleagues from Social Care, Health and Voluntary Sectors.
- 3.2 Wirral's Place Based Partnership will build on the Boroughs Health and Wellbeing Strategy by developing the partnership strategy/priorities and associated outcomes for health and care across Wirral.
- 3.3 Wirral's Place Based Partnership will be responsible for the delivery of an Integrated Health and Social Care system through effective stakeholder collaboration and improved health and social care services to deliver better outcomes for the population of Wirral.
- 3.4 Officers from a range of health social care and voluntary organisations will attend Wirral's Place Based Partnership to work together to transform services across the

health and social care system to deliver sustainable change with maximum benefits to communities, residents, and patients.

Integrated Care System and Wirral Place Based Partnership – Update

Establishing the New Integrated Care Board (ICB) for Merseyside and Cheshire

- 3.5 Cheshire and Merseyside Health and Care Partnership wrote to partners on 22 October 2021 to update about the process of developing the new ICB's Constitution and engagement with system partners and stakeholders.
- 3.6 The ICB will be responsible for implementing the overall NHS strategy in Cheshire and Merseyside, assigning resources, securing assurance, and ensuring partners that the right activities are focused on securing the best outcomes for our communities.
- 3.7 The ICB Constitution is heavily prescribed nationally to reflect the need for clear and consistent process on the management of NHS resources and decision making. However, specific choices are required in relation to the membership and size of the ICB including the number of executives, non-executives, and partner members.

Wirral Place Based Partnership Arrangements

- 3.8 Integrated care is delivering better outcomes and experiences for residents, patients and service users. Integration will involve providers collaborating, but also entail integration between commissioners, developing pooled budgets between the Council and the Integrated Care Board (ICB). This will build upon and strengthen the existing single approach to integrated planning and commissioning at place and building upon the pooled resources of £235M.
- 3.9 Several workshops have been held to develop the Wirral Place Based Partnership arrangements. These have included workshops with elected members, partners and technical expertise.
- 3.10 A workshop was held on 8 October 2021 with Senior Officers from partner organisation to develop governance for the Wirral's Place Based Partnership. The following areas were agreed at the workshop as detailed below:
 - **An understanding of the requirements and expectations of the Cheshire and Merseyside Health and Care Partnership in the design of place-based arrangements and process of the appointment of a Lead for Wirral who will discharge the duties of ICB.**
 - **Agreement that the Wirral Plan 2021-25 Vision for place is the overarching strategy and the core principles for Wirral's Place-based Partnership (as created by the System leads and Healthy Wirral Partnership)**

- **Support for the Wirral Integrated Care Partnership Delivery Group to continue shaping and designing the detail of the Governance Structure aligned to the guidance and legislation.**
- **Confirmation that a programme of continued consultation and engagement with a diverse range of stakeholders, led by the recently mobilised fourth Workstream of Communication and Engagement, is a priority.**
- **A commitment by all to continue to work together to drive forward integration, joint working and new ways of working to improve outcomes for residents and partners to truly make a sustained difference.**

- 3.11 Wirral's Place Based Partnership will drive a culture towards greater collaboration and joint working and build upon what partners have already worked hard to develop over the years. Governance arrangements will continue to develop over time, with the potential to develop into more formal arrangements as working relationships and trust increases.
- 3.12 A Terms of Reference document has been produced for the Wirral Place Based Partnership and is attached as Appendix One of this report.
- 3.13 The Wirral Place Based Partnership Board is not a separate legal entity, and as such is unable to take decisions separately from its constituent members or bind any one of them; nor can one organisation 'overrule' the other on any matter.
- 3.14 The relevant statutory bodies have not at this point formally delegated decision making to the Wirral Place Based Partnership, although such a scheme of delegation may be developed in future.
- 3.15 The Board will work within existing contractual frameworks and any Section 75 Agreement between the ICB and the Local Authority to transform the way in which health and care services are delivered and services are integrated.
- 3.16 The Wirral Place Based Partnership Board will meet at the same time and in the same location as the Council/ICB S75 Strategic Commissioning Joint Committee. The Wirral Place Based Partnership Board will work with the Council/ICB S75 Strategic Commissioning Joint Committee and may aim to reach the same decision on identical matters, but ultimately will take its own decisions separately on behalf of the Wirral Place Based Partnership Board, in accordance with these terms of reference.
- 3.17 It is important that the leadership roles of the Place-based Partnership are agreed and defined clearly, based on the functions and programmes of the partnership, and there is an agreed process to manage any potential conflicts of interest. This will be

a role that Cheshire and Merseyside HCP will appoint to and the process to do so is underway.

- 3.18 It is proposed that the Council and the ICB establish a Joint Strategic Commissioning Board(JSCB). The purpose of the Wirral Joint Strategic Commissioning Board (JSCB or the 'Board') is to make recommendations to and exercise delegated powers of the Adult Social Care and Public Health Committee of the Wirral Borough Council (WBC) and the Integrated Care Board (ICB) for Cheshire and Merseyside in order to bring about the integration of the commissioning functions of both WBC and the ICB to deliver more efficient and effective commissioning of health and social care services and to ensure effective stewardship of pooled monies under the section 75 agreement between the Council and the ICB.
- 3.19 The JSCB will be established as a 'Committee in Common' within which the two bodies will meet at the same time to discuss a common agenda, but each will retain their own legal status and arrangements. The Council JSCB Committee would have the formal status of a Sub-Committee of the Adult Social Care and Health Policy and Service Committee.
- 3.20 The JSCB Sub-Committee will make all its decisions in accordance with the Budget and Policy Framework of Wirral Council and any matter coming before the JSCB Sub-Committee that might involve a decision contrary to the Budget and / or Policy Framework shall be referred to the main Committee for confirmation and, if necessary, referral to Policy and Resources or the full Council. It is proposed that the JSCB Sub – Committee consist of 3 elected members on a politically proportionate basis supported by the Director of Adult Social Care and Health, the Director of Children's Services and the Director of Public Health as the key statutory officers from the Council with pooled fund responsibility.

Impact on NHS Wirral Clinical Commissioning Group

- 3.21 The Health and Care Bill introduced in Parliament on 6th July 2021 confirmed the Government's intentions to introduce statutory arrangements for integrated care systems (ICSs) from April 2022. This date has now been moved back to 1st July 2022 as the Bill is still passing through Parliament. Under this proposed legislation, CCGs will be abolished. Statutory functions, currently exercised by Clinical Commissioning Groups (CCGs), will be conferred on Integrated Care Boards (ICBs), along with the transfer of all CCG staff, assets and liabilities (including commissioning responsibilities and contracts). Relevant duties of CCGs include those regarding health inequalities, quality, safeguarding, children in care and children and young people with special educational needs and/or disability. While preparations for these new arrangements are being made, all NHS organisations must continue to operate within the current legislative framework retaining any governance mechanisms necessary to maintain operational delivery (including patient safety, quality and financial performance).
- 3.22 The *Human Resources (HR) Framework for Developing Integrated Care Boards* applies to NHS organisations affected by the proposed legislative changes as they develop and transition towards the new statutory integrated care boards (ICBs). These organisations include CCGs and other NHS employers hosting ICS staff or shared services. This guidance provides national policy ambition and practical

support to complement regional and ICB approaches and local employer policies for dealing with the change processes required to affect the transfer and the transition. The HR Framework sets out the actions required to:

- **Ensure the safe transfer of people to the new integrated care board.**
- **Plan and implement the transition in line with this guidance and the *Employment Commitment*, encouraging best people practices throughout the transitional arrangements and enabling the right conditions for these new significant organisations to start to deliver their ambitions.**
- **Ensure that where possible our NHS talent is retained and deployed to support systems in an agile way driving forward the ‘one NHS workforce’ ambition.**

3.23 The *Employment Commitment* is:

- **not to make significant changes to roles below the most senior leadership roles**
- **to minimise the impact of organisational change on current staff by focusing on the continuation of existing good work through the transition and not amending terms and conditions**
- **to offer opportunities for continued employment for all those who wish to play a part in the future.**

The *Employment Commitment* applies aims to ‘lift and shift’ all staff below board level from CCGs and other impacted organisations so that their roles and responsibilities continue into the newly established ICB. Staff at board level are not considered/included under the *Employment Commitment*.

3.24 Due diligence processes have been put in place to ensure the safe transfer of people (staff) and property (in its widest sense) from CCGs to ICBs. There are clear legal processes in place for transfer, establishment and closedown. These processes also ensure that the relevant duties of CCGs are transferred to the ICB and are delivered seamlessly on the first day of operations of the new organisation.

Next Steps

3.25 National timescales are moving rapidly, although they remain subject to legislation.

3.26 Wirral health and social care system partners have made great progress towards the development of the Wirral Place Based Partnership and will continue to do so to deliver the arrangements by 1 July 2022.

4.0 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report.

4.2 The ICB will take on the NHS commissioning functions of CCGs as well as some of NHS England's commissioning functions. It will also be accountable for NHS spend and performance within the system.

5.0 **LEGAL IMPLICATIONS**

5.1 The Health and Care Bill, published in July 2021, sets out how the Government intends to reform the delivery of health services and promote integration between health and care in England. This is the first major piece of primary legislation for health and care in England since the Health and Social Care Act 2012.

5.2 The Bill will allow for the establishment of Integrated Care Boards and Place-based Partnerships across England. This will be done at the same time as abolishing Clinical Commissioning Groups (CCGs). NHS England will agree ICBs' constitutions and will hold them to account for delivery.

5.3 A number of guidance documents issued by NHS England set out how the NHS, local authority and other partner organisations in Integrated Care System will be expected to operate from April 2022. The guidance includes functional details, particularly structural relationships, governance arrangements and duties of the new ICS.

5.4 At the time of producing this report, the Health and Care Bill was still at Report stage in the House of Commons and has not yet been formally approved.

5.5 The statutory instruments establishing each Integrated Care System cannot be made formally until the Bill has been enacted. However, system partners are charged to preparations for the expected new arrangements, to commence in July 2022.

5.6 Once legislation is passed, a new NHS Framework will be shared which is likely to have impact on several policies and will need to be reviewed in due course.

6.0 **RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

6.1 The CCG staff in Wirral are directly affected by the Health and Care Bill. There are staffing implications in relation to developing the integrated commissioning team in Wirral. The Council will work in partnership NHS Wirral CCG to ensure that the new integrated commissioning team is supported throughout the transition from 2021 into July 2022 when the ICB will replace the previous CCG organisations.

6.2 Staff currently employed by CCGs will transfer to ICBs, and NHS England has made an employment commitment to staff to provide stability and minimise uncertainty.

7.0 **RELEVANT RISKS**

- 7.1 There is a risk associated to the timescales to ensure that all arrangements are fully agreed and implemented with local partners by 1 July 2022 to ensure Wirral's Place Based Partnership is thriving, benefiting residents, patients and people who access local health and social care services.
- 7.2 The Health and Care Bill has not yet been formally approved, therefore there is a risk that further changes may be published that impact upon the proposed Place-based partnership arrangements.
- 7.3 Arrangements to assess and share risks and gains across providers will be fully established and supported by transparency around resource availability and allocation within the place.
- 7.4 The Council will mitigate risks through working closely with partners to gain insight into all areas of risks to enable mitigating actions to be put in place.

8.0 **ENGAGEMENT/CONSULTATION**

- 8.1 Wirral's CEO Integrated Care Partnership Development Group and Integrated Care Partnership Delivery Group continue to meet regularly to develop Place-based Partnership arrangements. The Integrated Commissioning and Governance Project Board attended by Council and CCG Officers continues to meet monthly. Council and Health Officers from Wirral continue to engage with Cheshire and Merseyside System leads throughout the development journey to be prepared from July 2022.
- 8.2 Integrated Care Partnership Delivery Group continue to develop and update their communication plan to ensure that all key stakeholders are engaged and informed over the course of the development journey.
- 8.3 Neighbourhood areas are the fundamental platform for engagement working with residents and providers of each neighbourhood. Design, delivery and improvement are shaped through co-production with communities.
- 8.4 Resident's voice will be embedded within neighbourhood and place arrangements driving priorities and ensuring public voice involvement in design and decision making. The Council and place partners will utilise existing networks for effective reach into communities.
- 8.5 The Wirral Place Based Partnership will have Voluntary Sector representation, which is embedded in all elements of population planning, decision making and delivery. Voluntary Sector intelligence and insight will be collated, including wider community feedback, to ensure the Placed Based Partnership can hear from critical voices

within different communities, escalate priority issues, and take action on these issues.

9.0 EQUALITY IMPLICATIONS

- 9.1 An Equality Impact Assessment has been completed. An Equality Impact Assessment is a tool to help public services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 The Equality Impact Assessment will be reviewed regularly and updated in July 2022 once the Health and Care Bill has been finalised.
- 9.3 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. Plans will be underpinned by local population health and socio-economic intelligence. The Council will work in partnership with local and regional partners to develop Place-based Partnership arrangements necessary to deliver improved outcomes in population health by tackling health inequality.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are no direct environmental or climate implications as a result of this report.
- 10.2 Wirral Council is committed to carrying out its work in an environmentally responsible manner, and these principles will guide the development of the Place-based Partnership in Wirral.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 The case for Community Wealth Building is stronger than ever, with the pandemic having a clear and significant impact on our residents, communities, and businesses. It is vital that everything we do at the Council contributes to the recovery and the development of a resilient and inclusive economy for Wirral.
- 11.2 Community Wealth Building in Wirral focusses on partnerships and collaboration, both within the Council and with external partners and stakeholders, including residents. The Council will work together with partners and residents to develop the Wirral Place Based Partnership arrangements in Wirral that meet the needs of the population, with a focus on reducing health inequalities.

REPORT AUTHOR: Graham Hodkinson

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APPENDICES

Appendix 1 Wirral Place Based Partnership: Terms of Reference v3 (draft)

Appendix 2 JSCB Sub-Committee Terms of Reference

BACKGROUND PAPERS

- NHS Five Year Forward View (2014), <https://www.england.nhs.uk/five-year-forward-view/>
- NHS Planning Guidance (2017), <https://www.england.nhs.uk/publication/delivering-the-forward-view-nhs-planning-guidance-201617-202021/>
- NHS Long Term Plan (2019), <https://www.longtermplan.nhs.uk/>
- Designing Integrated Care Systems (ICSs) in England (2019), <https://www.england.nhs.uk/wp-content/uploads/2019/06/designing-integrated-care-systems-in-england.pdf>
- Integrating Care: Next steps to building strong and effective integrated care systems across England (2020), <https://www.england.nhs.uk/wp-content/uploads/2020/11/261120-item-5-integrating-care-next-steps-for-integrated-care-systems.pdf>
- *Integration and Innovation: working together to improve health and social care for all*, White Paper (2021), <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all>.
- *Legislating for Integrated Care Systems: five recommendations to Government and Parliament* (2021), <https://www.england.nhs.uk/publication/legislating-for-integrated-care-systems-five-recommendations-to-government-and-parliament/>
- NHS Planning Guidance (2021), <https://www.england.nhs.uk/operational-planning-and-contracting/>
- The Queen's Speech 2021 – Background Briefing Notes, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/985029/Queen_s_Speech_2021_-_Background_Briefing_Notes..pdf
- *Integrated Care Systems: Design Framework and Guidance on the Employment Commitment* (2021), <https://www.england.nhs.uk/publication/integrated-care-systems-design-framework/>
- NHS People Plan 2020/2021, <https://www.england.nhs.uk/ournhspeople/>
- Thriving Places - September 2021 – Found at [Thriving Places: guidance on the development of place-based partnerships as part of statutory integrated care systems](#)
- Building strong integrated care systems everywhere ICS implementation guidance on effective clinical and care professional leadership - September 2021 - Found at [Building](#)

[strong integrated care systems everywhere: ICS implementation guidance on effective clinical and care professional leadership](#)

- Building strong integrated care systems everywhere ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector- September 2021 - Found at [Building strong integrated care systems everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector](#)
- Health and Care Bill (2021) <https://bills.parliament.uk/bills/3022>

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
<p>Previous reports presented to Health and Wellbeing Board:</p> <ul style="list-style-type: none"> • Health & Wellbeing Board Refreshed Purpose Integrated Care System Project Update • Integrated Care System and Integrated Care Partnership Developments • Integrated Care System and Integrated Care Partnership Developments • Integrated Care System and Integrated Care Partnership Developments 	<p>31st March 2021 16th June 2021 20th July 2021 29th September 3rd November 2021 15th December 2021</p>
<p>Previous reports presented to Adult Social Care and Public Health Committee:</p> <ul style="list-style-type: none"> • Strategic Developments in the NHS • Proposals for Integrated Care Partnership • Integrated Care System and Integrated Care Partnership Developments • Integrated Care System and Integrated Care Partnership Developments 	<p>2nd March 2021 7th June 2021 29th July 2021 8th September 2021 13th October 2021</p>
<p>Previous reports presented to Partnerships Committee</p> <ul style="list-style-type: none"> • Strategic Developments in the NHS • Strategic Developments in the NHS • Strategic Developments in the NHS • Integrated Care System and Integrated Care Partnership Developments 	<p>9th November 2020 13th January 2021 29th June 2021 28th September 2021</p>

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Wirral's Place Based Partnership Board
Terms of Reference
Draft – Version 3.0

Wirral Placed Based Partnership Terms of References

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Introduction

The Wirral Place Based Partnership Board (WPBP) will be responsible for the delivery of an Integrated Health and Social Care system through effective stakeholder collaboration and improved health and social care services to deliver better outcomes for the population of Wirral.

A number of core principles have been agreed with system providers that align to the Wirral Plan and will support the development and delivery of integrated care for the Wirral.

- **Organise services around the person to improve outcomes**
- **Maintain personal independence by providing services the closest to home**
- **Reduce health inequalities across the Wirral population**
- **Provide seamless and integrated services to patients, clients and communities, regardless of organisational boundaries**
- **Maximise the Wirral health pound by delivery of improvements in productivity and efficiency through integration**
- **To strengthen the focus on wellbeing, including greater focus on prevention and public health**

Purpose

The purpose of the WPBP Board is to provide strategic leadership for, and delivery of, the overarching strategy and outcomes framework for the place based partnership and to achieve the objectives of the Health and Wellbeing Board Strategy to improve the health and wellbeing of the Wirral population.

The priorities and work plan for the WPBP Board will be set out in the WPBP Board Delivery Plan and aligned with the strategic direction for the Borough agreed by the Health and Wellbeing Board.

Authority

The WPBP Board is accountable for the alignment of planning, performance, and transformation of local services within the regulatory frameworks.

The WPBP Board is not a separate legal entity, and as such is unable to take decisions separately from its constituent members or bind any one of them; nor can one organisation 'overrule' the other on any matter.

The relevant statutory bodies have not at this point formally delegated decision making to the WPBPB, although such a scheme of delegation may be developed in future.

The Board will work within existing contractual frameworks and any Section 75 Agreement between the ICB and the Local Authority to transform the way in which health and care services are delivered and services are integrated.

Members of the Board will work together to secure decisions from the Boards/Committee of each partner, as required.

Role of the Place-Based Partnership

The WPBPB will:

- Provide strategic and collective leadership to identify the transformational priorities
- Collaborate to focus on highest priorities for the local system and communities at place and neighbourhood level.
- Develop person-centred health and care services on the basis of clinical input and evidence
- Consolidate processes, share back-office services and support a system-wide workforce plan
- Drive greater efficiency and cost reduction.
- Improve Health and Wellbeing Outcomes for the Population
- Provide oversight and leadership of System Planning, Quality Assurance and Safeguarding.
- Manage Care and Health Market to Ensure that there is a full and effective range of sustainable services across the Borough.
- Enable and Support the Provider Collaborative to deliver population health outcomes.
- Design and overseeing governance (quality and safety) arrangements including system leadership capacity and capability, monitoring delivery, financial stability, performance monitoring and system oversight.
- Promote inter-agency co-operation, via appropriate joint working agreements/arrangements, to encourage and help develop effective working relationships between different services and agencies, based on mutual understanding and trust.
- Make recommendations for commissioning resources.
- Drive forward the continued implementation of achieving a whole system co-ordinated approach.
- Approve proposals for system wide outcome measures and mechanisms for reporting collectively.
- Provide regular update reports to the Health and Wellbeing Board.
- Receive and scrutinising reports and recommendations from operational meetings and groups relating to the place-based partnership.
- Approve the communication and engagement strategy and action plans Wirral's Place-Based Partnership Board and monitoring delivery.
- Oversee placed based partnership infrastructure, workstreams or enablers such as Digital, Estates, Workforce activities and monitor progress.
- Assure itself that Safeguarding duties are met and that practice is aligned to the policies determined by the Wirral's Children Safeguarding Partnership and Wirral's Adults Safeguarding Board.

Core Membership:

Membership of the Wirral Placed Based Partnership will be as follows:

Nominated Representative (Role/Title)	Organisation	Status
	CCG/ICB/Place Lead for Wirral	
	NHS Trusts	
	3 x Elected Members Local Authority Officers from the Council ICB S75 Strategic Commissioning Joint Committee	
	Health Watch	
	Primary Care PCNs	
	Voluntary, community and social enterprise sector (VCSE)	

Co-options and engagement:

Representatives of other bodies may be invited to participate in Board discussions, or co-opted, to support effective decision-making. Such representatives should be invited bearing in mind the principles of fairness, equality, and transparency.

Chairing the Place-Based Partnership Board:

The WPBP Board elect a Chair and Vice-Chair from within its membership.

The Chair shall preside over the WPBP Board meetings. If the Chair is not present, then the Vice-Chair shall preside. If neither the Chair nor the Vice-Chair is present, the members of the WPBP Board present shall select a Chair for the meeting from the members who are present at the meeting.

Responsibilities of Members:

All members of WPBP are responsible for ensuring effective two-way communication between Place-Based Partnership Board, the subgroups and operational groups and the organisations that they represent. Members of the Board have collective responsibility and accountability for its decisions.

Interests:

Members of the Board must disclose an interest when a Board meeting considers an item in which they have a personal interest and are likely to benefit. Members who disclose an interest should withdraw from the meeting until the item has been discussed. This should be noted within the minutes.

Meetings and decision making

Meetings shall be held in public.

Members of the WPBP Board will:

- **take decisions solely in terms of resident's best interests, above those of constituent organisations**
- **be accountable for decisions and actions to the public and submit to appropriate scrutiny**
- **be open and transparent about decisions and actions basis for all decisions.**

The aim will be for decisions of the WPBP to be achieved by consensus decision making. Voting will not be used, except as a tool to measure support or otherwise for a proposal. In such a case, a vote in favour would be non-binding. The Chair will work to establish unanimity as the basis for decision making.

Quorum

A quorum will be at least 50% of the membership (to include one CCG/ICB representative and one Wirral Council representative), and the chair or vice chair. This excludes those in attendance providing administrative support.

Frequency and Format of the Place-Based Partnership Board Meetings:

- The WPBP will meet bi-monthly and have 6 meetings each year.
- Scheduling dates for the following 12 months and will be disseminated at the beginning of the financial year.
- The chair may convene extra ordinary meetings.
- Meeting may be held virtually, and members may participate in a face to face meeting or via video conferencing facilities.

Agenda, and Minutes, and Papers:

- An agenda and minutes of the previous meeting will be circulated, wherever possible, 5 clear working days before each meeting, and papers relating to agenda items must be forwarded to the Chair at least 10 working days before the meeting for tabling.
- The minutes from the meeting shall be sent to members of the Health and Wellbeing Board within 7 workings days of each meeting.
- The minutes of meetings will clearly record decisions made and responsibilities for undertaking agreed tasks.
- All members to prepare for meetings by reading through agenda and papers and preparing written reports as appropriate.

Administration responsibilities:

Administrative support will be provided by Wirral Council, including the minuting of meetings and the circulation of agendas and papers. This will be reviewed regularly with the ICB Place Lead for Wirral.

Attendance/Substitutes:

- All members to endeavour to attend all meetings. There will be a named alternate representative from each organisation, who will be kept informed about developments and will attend meetings in place of the main representative where necessary. Named alternates should be kept appropriately briefed and carry suitable authority to participate in the business of the meeting, including making decisions.
- Where neither the member nor substitute member is able to attend, apologies to be sent to the Chair in advance of the meeting.
- The WPBP may co-opt persons to sit on the Board for a fixed period or to assist with specific matters, but such co-opted members shall not be entitled to vote at any meetings of the Wirral Place-Based Partnership Board.

Review of Terms of Reference

The WPBP Board shall, at least annually, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to Member organisations for approval.

Relationship with the Council/ICB S75 Strategic Commissioning Joint Committee

The WPBP Board will meet at the same time and in the same location as the Council/ICB S75 Strategic Commissioning Joint Committee.

The WPBP Board will work with the Council/ICB S75 Strategic Commissioning Joint Committee and may aim to reach the same decision on identical matters, but ultimately will take its own decisions separately on behalf of the WPBP Board, in accordance with these terms of reference.

The WPBP Board may, in accordance with these terms of reference, make recommendations to the Council/ICB S75 Strategic Commissioning Joint Committee.

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Joint Strategic Commissioning Board Sub-Committee

Terms of Reference

The Joint Strategic Commissioning Board is established to focus on the commissioning, strategic design quality and performance of health and care services on Wirral, including the outcomes and quality of those services. The JSCB Board will oversee the delivery of population based outcomes and commissioning plans.

It is recognised that these arrangements and the JSCB Sub-Committee are a stepping stone towards the establishment of more permanent place-based health and social care arrangements that will be put in place following the Health and Care Bill currently making its way through Parliament receiving Royal Assent, the relevant secondary legislation being made and coming into force and negotiations between the Council, The NHA and other interested parties and that the JSCB Sub-Committee will play a significant part in formulating those future arrangements.

The JSCB Sub-Committee will undertake the following duties and responsibilities, exercising delegated powers of the Adult Social Care and Public Health Committee and formulating recommendations for adoption by the WBC Sub-Committee and / or the ICB, as the case may be, that seek –

- To promote the integration of health and social services generally across Wirral Borough Council and the ICB;
- To approve integrated health and care commissioning strategies;
- To approve large scale health and care transformation programmes;
- To approve and maintain oversight of plans and oversight of delivery for specific areas such as:
 - o Better Care Fund Schemes
 - o Urgent Care Transformation
 - o Commissioning Prospectus
 - o Learning Disabilities Plan;
- To ensure effective stewardship of Section 75 pooled monies and address any issues of concern;
- To maintain oversight of health and care system performance and address any issues of concern;
- To ensure the implementation of integrated health and care commissioning strategies and transformation programmes.

In making decisions and / or recommendations to the Committee and / or the ICB, as the case may be, the JSCB Sub-Committee will look to ensure that those actions will seek in all cases -

- To reduce inequalities;

- To secure greater public involvement;
- To commission services effectively, efficiently and equitably;
- To secure quality improvements;
- To promote choice and inclusion.

The JSCB Sub-Committee will not consider or deal with any matters relating to individual patients, service users or carers, including complaints or requests for specific treatments or services, which will be managed through existing procedures. The JSCB Sub-Committee will review service user and patient experience data at an 'aggregate' rather than individual level.

The JSCB Sub-Committee will make all its decisions in accordance with the Budget and Policy Framework of Wirral Council and any matter coming before the JSCB Sub-Committee that might involve a decision contrary to the Budget and / or Policy Framework shall be referred to the Adult Social Care and Public Health Committee and Policy and Resources Committee for confirmation and, if necessary, referral to the full Council.



ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Thursday, 3 March 2022

REPORT TITLE:	WIRRAL SAFEGUARDING ADULTS BOARD
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

This report seeks to further update the Committee on the establishment of the Wirral Safeguarding Adults Board (SAB) however it is not a key decision as the board has already been established following a previous report to committee (please see attached). This board affects all wards and is linked to the Wirral plan.

The Care Act 2014 requires Local Authorities to establish a Safeguarding Adults Board in its area. Up until June 2021 the Merseyside Safeguarding Adults Board fulfilled this requirement for Wirral Local Authority, however, following the cessation of the Merseyside Board in June 2021 it became a necessity to establish a new board for Wirral.

RECOMMENDATION

The Adult Social Care and Public Health Committee is recommended to note the update report and be assured that the new arrangements have been put in place to meet all statutory requirements in relation to the Safeguarding Adults Board.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

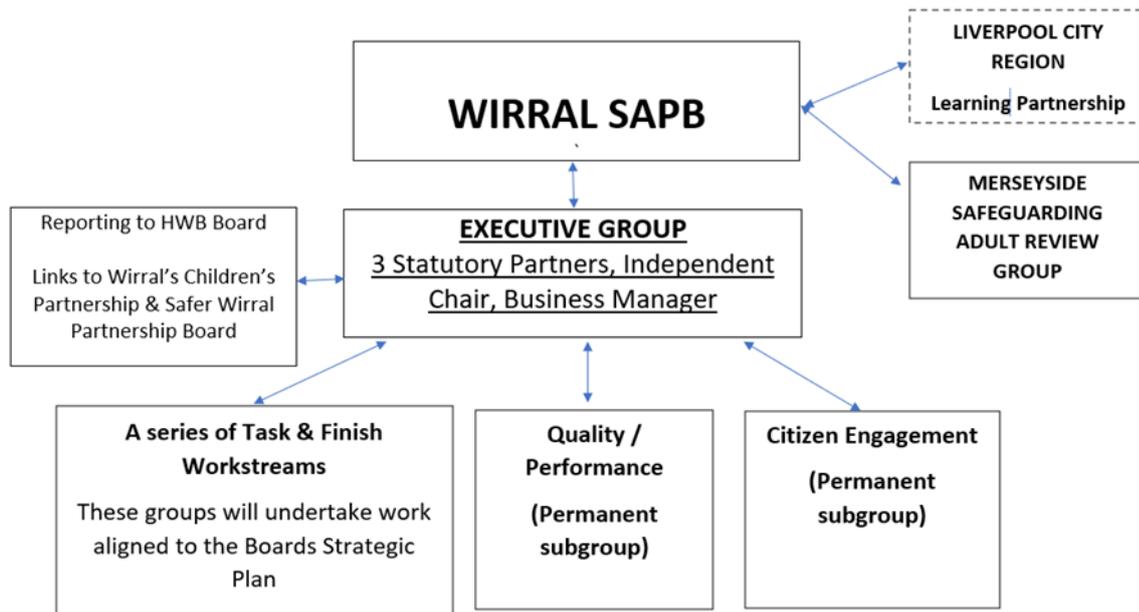
- 1.1 The Merseyside Safeguarding Adults Board was disbanded in June 2021 and there is now a new Wirral Safeguarding Adults Board in place.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A combined approach has been in place historically however a move back to 'Place' based approaches and a local board was felt to be the most appropriate for Wirral going forward. Other areas previously involved in the Merseyside collaboration voiced a strong desire to move back to localised arrangements.

3.0 BACKGROUND INFORMATION

- 3.1 Prior to the inaugural meeting of the board a stakeholder session was held in May 2021. The group were presented with a draft board structure which had been developed following a series of 1-1 discussions between the Board Manager and individual agencies. The session also included breakout groups to consider a number of questions looking at existing processes and systems, desired behaviours and culture of the board and views on current areas of concern. The session was well attended, feedback was extremely positive and demonstrated a desire to develop an effective, productive, transparent board for the Wirral.
- 3.2 The Wirral Safeguarding Adults Partnership Board held its inaugural meeting in September 2021 and meets quarterly with the addition of two development days a year. The board is chaired by an Independent Person, Sue Redmond and is supported by a Board Manager and an Administrator.
- 3.3 The following diagram shows the current structure which will be reviewed on an annual basis to ensure it remains fit for purpose.



- 3.4 The Board has an executive group made up of the 3 statutory partners - Local Authority, Clinical Commissioning Group and Police and then a series of multi-agency subgroups and task & finish groups who progress the work of the board.
- 3.5 The subgroups detailed above are chaired and made up of representatives from a wide range of agencies.
- 3.6 The board also has a collaborative arrangement in place in relation to the consideration of Safeguarding Adult Reviews (SARs). The Merseyside Safeguarding Adults review Group has been maintained and is hosted by Knowsley Council under the Liverpool City Region arrangements. The multi-agency group considers SAR referrals from the 4 Local Authority areas of Liverpool, Sefton, Knowsley and Wirral and makes recommendations to the Chair of each SAB. The final decision-making sits with the Chair of the Local Board and the progress of reviews and decisions made are reported at each board meeting. The Wirral Board Manager attends all meetings and maintains oversight of all cases relating to Wirral.
- 3.7 The Quality and Performance subgroup are developing a series of frameworks to ensure that the board is provided with the information it requires to undertake its assurance responsibilities.
- 3.8 The Citizen Engagement group have been tasked with developing a holistic approach to the involvement of all stakeholders in the production of policy and procedure. A core component of the boards work will be co-production.
- 3.9 There is current a Workforce Development task & Finish group in place to develop a multi-agency training strategy.
- 3.10 Under the Care Act 2014 a Safeguarding Adults Board has a duty to do three things:

- Produce a strategic plan
- Publish an Annual Report
- Undertake SARs (Safeguarding Adult Reviews) where an individual has experienced serious abuse and/or neglect and there is concern about how agencies worked together.

4.0 FINANCIAL IMPLICATIONS

4.1 There are no further financial implications other than those stated in the previous report to Committee. Please find the previous report attached.

5.0 LEGAL IMPLICATIONS

5.1 S.43(1) Care Act 2014 states that each Local Authority must establish a Safeguarding Adults Board (SAB) for its area. Without having arrangements to have a SAB, Wirral will not fulfil its statutory duties. This will also affect S.44 of the Care Act and the role for the safeguarding adults board to ensure that Safeguarding Adults Review (SAR) are managed within the local area.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 The board is supported by 1 Full Time Equivalent (FTE) Board Manager, 1 FTE Administrator and up to 24 days per year of support from the Independent Chair.

7.0 RELEVANT RISKS

7.1 If a Board were not in place, Wirral Council would be at risk of not fulfilling its statutory functions under S.43/S.44 Care Act 2014. This could place members of the community at risk of harm or abuse and/or neglect. These risks are mitigated by having a Safeguarding Adults Board.

8.0 ENGAGEMENT/CONSULTATION

8.1 A wide range of Stakeholders were consulted in the lead up to the implementation of the new board and engaged within a stakeholder workshop which was felt to be a positive and productive event. Moving forward a key priority of the board is to hear the views of citizens including those experiencing services, families, carers and those working within organisations and systems. Co- production is also a key priority, and we are linking with other key strategic partnerships around this i.e. Health and Wellbeing Board, Children's Partnership, Safer Wirral Partnership, Domestic Abuse Change Board.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision, or activity. There are no direct equality implications from this report

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no direct environment and climate implications

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 The board has a role to play in supporting the development of resilient local communities and community support organisations in relation to adult abuse and neglect both from a preventative perspective as well as identification and response.

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BACKGROUND PAPERS

Care Act 2014

WSAPB Terms of Reference

Future Safeguarding Arrangements paper – ASC & PH Committee 18th January 2021

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Social Care and Public Health Committee	18 January 2021

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

3 MARCH 2022

REPORT TITLE:	DIRECT PAYMENTS REVIEW
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

This report updates Members on the review of the Direct Payments offer to Wirral residents who are eligible to receive care and support under the Care Act 2014. The report sets out the scope of the project and its key milestones. The aspirations of the project reflect the key priorities of the Wirral Plan and will enable people to live “Active and Healthy Lives” with the right care, at the right time and in the right place.

This affects all wards and is not a key decision.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to note the content of this report and the aims of the Direct Payments review to increase the number of packages of care and support provided by way of a Direct Payment.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 As a Council we are committed to people exercising control over their lives and having the autonomy to make decisions about how they receive their care and support.
- 1.2 Members of the Adults Social care and Public Health Committee have noted the relatively static numbers of people receiving their care and support by way of a Direct Payment and have requested officers to update the Committee on plans to increase the numbers of Direct Payment packages of support.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 It was considered not to review the Direct Payment offer; however, this would not achieve the aim of increasing the take up of the offer of a Direct Payment to meet identified needs.

3.0 BACKGROUND INFORMATION

- 3.1 It is a statutory duty to offer a person a Direct Payment as a cash alternative to a directly commissioned care and support service in most cases.
- 3.2 A Direct Payment can be paid to a person to enable them to employ a personal assistant or to purchase care and support services from a care provider of their choice to provide the care that they have been identified as needing through a Care Act (2014) assessment.
- 3.3 Direct Payments can also be made to carers who have an identified need as a carer.
- 3.4 A person can use their Direct Payment flexibly to meet their assessed needs, in a way that suits them, and in a way that provides them with choice and control over their care arrangements.
- 3.5 People in receipt of a Direct Payment could choose to have their Direct Payment made directly to a care provider or a third party to manage on their behalf.
- 3.6 People may also choose to pool their Direct Payment with other people in receipt of a Direct Payment where they share support with a number of other people and all wish to receive care flexibly from the same care provider.
- 3.7 Direct Payments are a cost-effective way for the Council to meet people's assessed needs and can contribute to a broader range of care options for the community.
- 3.8 Direct Payments are used to pay for goods and services that are identified in a Support Plan that has been agreed between the person and the Council as meeting the person's assessed needs.

- 3.9 The preferred method of payment for Direct Payments is by way of a Pre-Paid Card which provides ease of administration and ease of use by the recipient. Pre-Paid Cards also facilitate an efficient way for the recipient to keep records of expenditure and for the Council to undertake audits of Direct Payments account.
- 3.10 Currently the number of adults in receipt of a Direct Payment is 536. It is the aspiration of the project group to increase this number significantly. Direct payments are not made where the primary need of the service user is a health need or where a person is subject to a drug or alcohol rehabilitation requirement as specified in a community order or suspended sentence order. This low uptake may be for several reasons, which the Direct Payment review will seek to identify.
- 3.11 The breakdown of the current route of payment for Direct Payments for adults is set out below:
- 3.11.1 Individual Service Funds (an arrangement where a local authority transfers the funds agreed for a person's care and support arrangements to an organisation of their choice, so that the person can be in control of how their support is designed and delivered. This can be where a person wishes to pool their Direct Payments with other Direct Payment recipients to share a service provision) - 119
- 3.11.2 Managed Accounts (the Council pays the payroll provider, WIRED, directly so that they can provide the payroll service and pay other associated costs (tax, insurance etc) on behalf of the direct payment recipient, thereby relieving them of the administrative burden of managing the money) - 139
- 3.11.3 Individuals managing their own payment (individuals manage their own payment by opening a separate bank account or using a pre-paid card. The individual retains responsibility for the funds but may need a payroll service. They pay all other associated costs such as tax, insurance which are included in their Direct Payment) - 278.
- 3.12 The intention of the review is to incrementally increase take up over the next 2 years for adults of all ages.
- 3.13 Currently 148 children and young people also manage their support via a Direct Payment.
- 3.14 To increase the number of people accessing a Direct Payment a working group has been established. An analysis of the referral pathway is required as the current process is perceived as lengthy and complex by practitioners and in some cases by people assessed as needing support. A review of training requirements for practitioners will be part of the review process.
- 3.15 Membership of the working group includes representatives from Cheshire and Wirral NHS Partnership Foundation Trust (CWP) and Wirral Community Health and Care NHS Foundation Trust (WCHC), the Council's professional standards lead, the Direct Payment team, Personal Finance Unit and people with lived experience. Together All Are Able have produced a short survey for people with a disability who have received a Direct Payment, the results will inform the review.

- 3.16 The working group will be expanded to include Wellbeing Mentors, (Social Prescribers) from the Primary Care Networks and representatives from the Voluntary, Community and Faith Sector.
- 3.17 A simple step by step guide to Direct Payments (draft) has already been produced and is attached as appendix 1. Frequently Asked Questions (FAQs) have been developed and will continue to evolve (see appendix 2). The questions asked, and their responses will inform the review.
- 3.18 An improved uptake of Direct Payments will contribute towards the Directorate's achievement of its efficiency requirement, as Direct Payments are a cost-effective way to meet needs.
- 3.19 The review will consider the various rates of Direct Payments across Children's and Adult Social Care services, with the intention of simplifying the Direct Payment offer to children and young people.
- 3.20 The review will consider learning from other areas in relation to managing and growing the number of Personal Assistants available to support people through Direct Payments, and how best a database of Personal Assistants can be developed and maintained.
- 3.21 The Direct Payments working group was established in October 2021 and the project scope and membership were agreed.

The key milestones are set out in the table below: -

Key Milestones	By
Identify the level of increase in Direct Payments expected over the course of the next 2 years. The current activity measure has been converted to a key performance indicator and will measure the level of direct payment take up against the target set.	March 2022
Increase representation of people with lived experience on the group and as champions of Direct Payments	April 2022
Analyse and implement the findings of the Together We are Able survey, including the redesign the Council website as it relates to Direct Payments and all other associated documentation.	March 2022
Establish membership of the multi-agency group tasked with the roll out of the 3 Conversations approach within the hospital-based Integrated Discharge team.	Feb 2022
Increase representation from the third sector, faith sector and the Primary Care Networks on the project group.	March 2022
Increase the number of Direct Payment recipients at the point of hospital discharge.	Ongoing
Analyse the referral pathway and implement recommendations	April 2022
Develop the training offer and the knowledge bank.	April 2022
Develop a local offer that finds and supports PAs and supports the DP recipient in their role as an employer.	May 2022
Address current payment anomalies to ensure the sufficiency	April 2022

requirement of the Care Act is met.	
Analyse the impact and efficacy of increasing Direct payment numbers.	June 2022
Scope out what is needed to increase take up of Direct payments for children and young people.	July 2022

4.0 FINANCIAL IMPLICATIONS

There are no immediate financial implications, but it is anticipated that on project completion efficiencies may be realised.

5.0 LEGAL IMPLICATIONS

Duty under the care act to offer direct payments, the take up is not as high as we would expect given population size.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

There are no resource implications identified.

7.0 RELEVANT RISKS

There are no risks due to the content or recommendations within this report.

8.0 ENGAGEMENT/CONSULTATION

People with lived experience are members of the project group

9.0 EQUALITY IMPLICATIONS

Increasing the number of people who receive a Direct Payment to meet their care and support needs will offer more choice and control to people and their family carers. Equality Impact Assessments may need to be completed during development of the key milestones from section 3.21 and these will be done where appropriate and at the earliest possible stage.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

There are no climate and environment implications.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 A proposal is under development with commissioners and Healthy Wirral to engage with people in one of the wards experiencing the highest inequalities encouraging people experiencing worklessness to consider a career in the care sector. It is hoped that this will lead to the increased availability of PAs and staff interested in working in the care sector

11.2 Employment opportunities for people experiencing worklessness following the closure of some services covid legacy.

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APPENDICES

Appendix 1 - Draft Step by Step guide to Direct Payments
Appendix 2 - FAQs

BACKGROUND PAPERS

Together We Are Able survey on Direct Payments

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

DIRECT PAYMENTS EXPLAINED



YOUR CARE

YOUR SAY

YOUR CONTROL

We hope that this booklet will answer any of the questions that you may have related to

Direct Payments



SECTION	CONTENTS	PAGES
1	What Are Direct Payments?	3 - 11
2	Direct Payments Options for Care and Support	12 - 14
3	How Do I Apply for Direct Payments?	15



SECTION

1

What Are Direct Payments?



DirectPayments

CARE, YOUR SAY, YOUR CONTROL

WHAT ARE DIRECT PAYMENTS?

Direct Payments is money that is paid from Wirral Council if you have been assessed as requiring Care and Support from Adult Social Services.



DirectPayments

CARE, YOUR SAY, YOUR CONTROL

WHAT ARE DIRECT PAYMENTS FOR?

Direct Payments allow you to be in control of your own care and support.

You will have the freedom to look at other alternatives to the Adult Social Services Package of care.

Within this box logos, Wirral Council, Together All Are Able, Wirral Mencap, Wirral Evolutions, Wirral Pathways



DirectPayments



WILL I STILL RECEIVE SUPPORT?

Yes of course, being on Direct Payments does not stop our involvement.

You can contact us or any supportive organisation to contact us on your behalf at any time if you are unsure, require advice or need reassurance.



YOUR CARE, YOUR SAY, YOUR CONTROL

WILL THE COUNCIL STILL PROVIDE MY CARE?

On the next page you will see a chart and hopefully this will explain how Direct Payments work.

What is important to note is that you will still have a Social Worker, a review, and our duty of care to support you



WISHING TO TAKE ON ALL RESPONSIBILITIES OF THE DIRECT PAYMENT PROCESS REGARDING OBTAINING CARE AND SUPPORT

DIRECT PAYMENTS ARE PAID INTO YOUR BANK/BUILDING SOCIETY ACCOUNT	
CHOICE	CHOICE
DIRECT PAYMENTS AND CHOOSING OWN CARE USING REQUIRED PROFESSIONALS	

WHAT HAPPENS NOW (Stage 1)	WHAT HAPPENS NOW (Stage 1)
<p>From the assessment a care and support plan will be produced.</p> <p>You can now decide which professionals you wish to undertake each part of your care and support.</p> <p>If you do not know your options relating to professionals who you can choose to do the tasks set out in your care and support plan, then we can direct you.</p>	

WHAT HAPPENS NOW (Stage 2)	WHAT HAPPENS NOW (Stage 2)
<p>You contact the relevant professionals you have chosen and then you choose the day, dates and times that fit in with your days</p>	

WHAT HAPPENS NOW (Stage 3)	WHAT HAPPENS NOW (Stage 3)
<p>Once the task has been completed by the professionals you have chosen, then they will invoice you for the price that you agreed.</p> <p>Make the payment to the professional service from your Direct Payments.</p> <p>You may wish to record date, time, amount of payment upon the invoice and file.</p>	

PLEASE NOTE – If you are paying a family or friend as a Carer from Direct Payments, you will need to keep records of hours and care activities.

They must also contact the DWP if they are in receipt of Carers Allowance.



WISHING TO TAKE ON SOME RESPONSIBILITIES OF THE DIRECT PAYMENT PROCESS REGARDING CARE AND SUPPORT

DIRECT PAYMENTS ARE PAID INTO YOUR BANK/BUILDING SOCIETY ACCOUNT	
CHOICE	CHOICE
I WANT TO CHOOSE SOME CARE MYSELF AND ADULT SOCIAL SERVICES TO CONTINUE SOME OF MY CARE	
WHAT HAPPENS NOW (Stage 1) CHOOSING OWN CARE AND SUPPORT	WHAT HAPPENS NOW (Stage 1) ADULT SOCIAL SERVICES TO CONTINUE SOME CARE AND SUPPORT
For this section follow the process as stated within 'Wishing to Take on All Responsibilities of the Direct Payment Process'	Inform Adult Social Services which care and support aspects that you wish to continue with themselves
WHAT HAPPENS NOW (Stage 2)	WHAT HAPPENS NOW (Stage 2)
For this section follow the process as stated within 'Wishing to Take on All Responsibilities of the Direct Payment Process'	Adult Social Services will inform you the days, dates and times that are or are the nearest to those that you require.
WHAT HAPPENS NOW (Stage 3)	WHAT HAPPENS NOW (Stage 3)
For this section follow the process as stated within 'Wishing to Take on All Responsibilities of the Direct Payment Process'	Once the care and support activities have been carried out, Wirral Council will send you an invoice which you pay from your Direct Payments

PLEASE NOTE – If you are paying a family or friend as a Carer from Direct Payments, you will need to keep records of hours and care activities. They must also contact the DWP if they are in receipt of Carers Allowance.



WISHING TO BE ON DIRECT PAYMENTS BUT WANT ADULT SOCIAL SERVICES TO PROVIDE ALL CARE

DIRECT PAYMENTS ARE PAID INTO YOUR BANK/BUILDING SOCIETY ACCOUNT	
CHOICE	CHOICE
DIRECT PAYMENTS AND CHOOSING OWN CARE USING REQUIRED PROFESSIONALS	
WHAT HAPPENS NOW (Stage 1)	WHAT HAPPENS NOW (Stage 1)
Inform Adult Social Services which care and support aspects that you wish to continue with themselves	
WHAT HAPPENS NOW (Stage 2)	WHAT HAPPENS NOW (Stage 2)
Adult Social Services will inform you the days, dates and times that are or are the nearest to those that you require.	
WHAT HAPPENS NOW (Stage 3)	WHAT HAPPENS NOW (Stage 3)
Once the care and support activities have been carried out, Wirral Council will send you an invoice which you pay from your Direct Payments	

PLEASE NOTE – If you are paying a family or friend as a Carer from Direct Payments, you will need to keep records of hours and care activities. They must also contact the DWP if they are in receipt of Carers Allowance.



YOUR CARE, YOUR SAY, YOUR CONTROL

I WANT TO BE ON DIRECT PAYMENTS BUT I THINK I WILL STRUGGLE

This is completely understandable because when we all start anything new there are teething problems.

That is why we will be there for you if you are at any stage unsure, require advice or need some reassurance

YOUR CARE, YOUR SAY, YOUR CONTROL

WHAT SUPPORT CAN YOU GIVE TO ME ON A LONG-TERM BASIS?

You may decide that you want Direct Payments but without the worry of some of the employer type role of the process.

So please look at the charts on the next page to see what things we have in place to support



PERSONAL ASSISTANTS WITHIN DIRECT PAYMENTS

DIRECT PAYMENTS ARE PAID INTO YOUR BANK/BUILDING SOCIETY ACCOUNT	
CHOICE	CHOICE
I WANT A PERSONAL ASSISTANT TO HELP ME WITH SOME / ALL ASPECTS	
WHAT HAPPENS NOW (Stage 1)	WHAT HAPPENS NOW (Stage 1)
<p>You can speak to any of the supporting organisations stated within this booklet or alternatively Wirral Council.</p> <p>The supporting organisations will help you to find an appropriate Personal Assistant (There may be a charge for this process)</p> <p>Alternatively, you could ask Wirral Council to be your Personal Assistant for a charge that will be discussed before your agreement is gained</p>	
WHAT HAPPENS NOW (Stage 2)	WHAT HAPPENS NOW (Stage 2)
<p>Your Personal Assistant can sort care and support, discuss costings with you, receive and pay invoices from your Direct Payments</p> <p>However, it is important to note that all decisions are yours relating to care and support and costings and the Personal Assistant will gain your consent before committing you to any care or support programme or cost</p>	
WHAT HAPPENS NOW (Stage 3)	WHAT HAPPENS NOW (Stage 3)
<p>Your Personal Assistant will ensure payments are made to any care or support that you have received.</p> <p>This will be taken from your Direct Payment Bank / Building Society Account that you have set up specifically for your Direct Payments to be paid into.</p>	

PLEASE NOTE – You must ensure that there are enough funds within your Direct Payment Account for the Personal Assistant to be able to pay for all care and support.

Under no circumstances should this money be used for any other purposes than anything that is associated with your care, for which you should obtain a receipt / invoice.

This money should not be transferred to any personal bank account other than an invoiced service as part of your care and support



FURTHER EXAMPLE OF DIRECT PAYMENTS



I know these pens are good for most people but to be honest they do not help my handwriting. These pens are sturdy enough, but I need a pen that flows and has a better grip.

David has a weekly budget for any stationery that he needs, however this is ordered his manager

He must accept the organisations order of one type of pen, paper, folders etc

David does not believe the pens help his handwriting and when taking notes, he often then has difficulty understanding what he has written.

David though knows that so many people like these pens but like everything in life, one type does not do for everybody



Oh well, I need to ensure that I maintain a good affordable budget. I will get the priorities now so that I can have the requirements that I need to do my job.

David's manager has allowed him and other employees to look after their own stationery budget.

They explain how the process will work and inform him that if there is any doubt to contact them so that they can explain as many times as possible / required.

David receives his weekly budget and looks at what he needs.

He must stay within budget, so he knows that he requires paper for his printer, some folders, and some paper clips

Without these he cannot file his paperwork safely and keep them together



*That worked well.
I have the invoice which I have
recorded the date and amount I paid,
then filed this away.*

It would not make sense to buy the more expensive pens that he wants, that he knows would help his handwriting.

If he did this then the basics would suffer and there would have to either be no folders, paper, or paper clips.

David knows though that all the stationery he is ordering now is not going to need to be ordered every week.

He completes a stationery request form and sends it to his manager. David is happy for the printer paper, folders, and paper clips to be ordered as normal.

David checks he has the funds for his order before sending

When he receives the stationery, he takes the attached Invoice and pays for this out of his stationery budget



*Because I was able to choose what I
believed was right for me, my
handwriting has improved because I
was able to choose exactly what I
wanted.*

The following week David only requires some more folders and again he puts in an order to his manager for more folders.

However, he now has the budget to buy the more expensive pens to support his handwriting.

David chooses the stationers, buys the pens, and makes sure he obtains a receipt.

At the end of the week, he completes an expenditure form which shows payment to company he works for and includes the receipt for the pens that he purchased externally elsewhere.

Both items were paid for from his stationery budget and met the requirements of the stationery ordering process with regards a personal budget known as Direct Stationery Payments



SECTION

2

**DIRECT PAYMENT OPTIONS
FOR CARE AND SUPPORT**

YOUR CARE, YOUR SAY, YOUR CONTROL

WHAT IF I HAVE NEVER BEEN ASSESSED?

If you have never received an assessment from Adult Social Services but you are struggling to cope with the daily life routine such as washing, dressing, shopping, hygiene due to a health or mental disability then you can be referred by a GP, Carer, Friend, or yourself.

YOUR CARE, YOUR SAY, YOUR CONTROL

**CAN I PURCHASE CARE OR SUPPORT
THAT I HAVE NOT BEEN ASSESSED FOR?**

No, your assessment identifies your care and support requirements and is therefore calculated to be for the requirements based on the assessment.

However, if you believe your condition has got worse contact us for a further assessment.

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DirectPayments

YOUR CARE, YOUR SAY, YOUR CONTROL

WHAT IF I STOP REQUIRING CARE AND SUPPORT?

There will be times when you may need only short-term care and support.

We review your conditions on a regular basis to ensure you are getting the best care and support

However, if you no longer require a service, you must inform us immediately

YOUR CARE, YOUR SAY, YOUR CONTROL

I HAVE HEARD I CAN SPEND MY DIRECT PAYMENTS ON EQUIPMENT ETC?

Yes, that is true, but remember you need to stay within your Direct Payment allowance and not leave your main care short.

Whatever equipment / holidays you may require it needs to relate to your assessed care and support

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DirectPayments

YOUR CARE, YOUR SAY, YOUR CONTROL

WHAT IF I AM NOT SURE IF THE ITEM OR HOLIDAY MEETS THE REQUIREMENTS?

That would be one of the reasons we are here to support you.

If you are in doubt, please contact your Social Worker and speak to them. Ask them if the item you want is enhancing any care and support you have been assessed for and ask for them to detail the conversation.

YOUR CARE, YOUR SAY, YOUR CONTROL

DOES THE DIRECT PAYMENTS IMPACT ON MY BENEFITS?

No, this does not impact on any benefits that you are in receipt of.

However, if you are paying a member of the family and they are in receipt of Carers Allowance then this must be declared to the DWP by the person in receipt

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DIRECT PAYMENTS?

DirectPayments

3

YOUR CARE, YOUR SAY, YOUR CONTROL

IF I NEED ANY HELP TO DECIDE, CAN I ASK QUESTIONS?

If you are a new person being assessed, then you will receive details of Direct Payments as the assessment.

If you have been previously assessed or have just been assessed but require additional clarification, please contact your Social Worker who will discuss the parts that you have questions about?

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Direct Payments – Frequently Asked Questions

What is a direct payment?

It is a sum of money given to you by us to buy your own care services or support instead of getting services provided by Social Services.

Why did direct payments become available?

Direct payments originally came into being as a result of pressure from disabled people who wanted to have more choice and control over how they received their services. Over the years, other people who use social care services have also seen the benefits of using direct payments to feel more independent.

What is meant by care services and support?

These are the services that would traditionally be provided by Social Services to people who have a disability or a long-term illness or to frail older adults following an assessment of their care needs, such as home care, day services and respite breaks. You can only ask for a direct payment if you are eligible for Social Services care or support.

Why would I want a direct payment?

Arranging your own care and support gives you more choice and control and can help you feel more independent. For example, you may already know someone who could provide the support you need, want to use a particular home care agency, or prefer to make individual arrangements for respite. Our services may not be provided at times or in places that suit you or offer you the activities you'd like to do or enable you to do them with the people you'd choose. Direct payments can give you more flexibility.

Can anyone have a direct payment?

Almost everyone who is eligible for Social Services support would be able to have a direct payment. Some people who would not be able to manage the practicalities of a direct payment can have the payment made to someone else who will manage it for them.

What can I use a direct payment for?

You can use your direct payment to pay for services or equipment which will meet the goals identified in your support plan. For example, you might employ a personal assistant to provide the support you need to live independently, or you might buy a care service from an Agency. Some people use a direct payment for a one-off purchase, such as a piece of equipment or a respite break. So long as the identified objectives are met, you can be as creative as you wish in putting together the support arrangements.

Is there anything I cannot use a direct payment for?

You must only use your direct payment to meet the aspirations of your support plan, so you couldn't use it, for example, to pay household bills. You also can't use any of your direct payments to cover costs that you've been told you are expected to meet from your own resources (following a financial assessment).

Can two or more people put their direct payments together to buy a service they will use together?

Yes, this is called 'pooling'. It is possible to pool all or part of your direct payment with someone else's payment to employ a personal assistant or purchase a service or an item of equipment which will be shared to meet common needs, aspirations, and outcomes more effectively and efficiently. The pooled arrangement must meet the goals of the support plans of all the people involved. Pooling funds may enable you to be more creative as well as helping your money to go further. You will usually need to set up formal arrangements such as a shared bank account and an agreement that covers how much each person will contribute and how the money will be spent. You may need to have a review of your support needs first - speak to your care manager.

Does having a direct payment mean I become an employer?

If you choose to have a personal assistant, you will become that person's employer, but there is plenty of support available to help you. There are other ways to use a direct payment that do not require you to employ someone.

How do I employ someone?

You will be given guidance and support on employing the person that is right for you. You may recruit someone already known to you or you might advertise for someone.

Are there any restrictions on who I can employ?

You cannot employ someone who lives in the same household as you (except in certain exceptional circumstances). Other than that, you can employ anyone you choose.

Is there a lot of paperwork?

There is some paperwork required to meet council audit requirements and for payroll purposes if you employ a personal assistant. Paperwork is kept to a minimum though.

In what way is a direct payment more flexible than Social Services care?

Direct payments can make simple differences that can have a big impact on how you live your life. For example, you can decide for yourself when to get up in the morning and what time to go to bed at night; something that may be controlled for you when you get care from Social Services. Perhaps you have some good days or weeks when you need less care, and others where you need more support to be able to manage. Direct payments are flexible enough to cope with this, and you can save 'care hours' to use when you need them most.

How much money would I get?

The direct payment rate is currently set to 9.50 per hour. Additional on-costs are added to this amount to cover costs associated with the employment of your personal assistant. These costs typically are tax, holiday pay, insurance etc.

Will I have to pay anything myself for my care?

This depends on what the direct payment is for and on your individual financial circumstances. In most cases you will be required to complete an online financial assessment which enables us to look at your income and savings and work out how much, if anything, you would need to pay.

Some people choose to 'top up' their direct payment to pay for additional support from their personal assistant or care agency which would not be funded by local authority, such as domestic chores.

Can I use a Direct Payment to support me as soon as I leave hospital?

Yes, you can and in certain circumstances you can pay someone who lives in the same house as you to provide that care.

If that person is in receipt of DWP benefits they will have to declare any payments received as wages to the DWP.

Will having a direct payment affect the benefits I receive?

No. A direct payment isn't considered as income, and it is not intended as a replacement for benefits such as PIP. So, it will not affect any of your existing benefits.

Can I have a direct payment for some of my care needs and Social Services for others?

Yes, it is possible to have some of your care needs provided by Social Services and arrange others yourself using a direct payment.

I am a carer for an adult, can I get a direct payment to help me in my caring role?

Not unless you have been offered a service to meet your own needs as the result of a carers assessment. However, it is possible to make formal arrangements so that you can support the person you care for to manage their direct payment if they cannot do so themselves.

Many people who are eligible for respite breaks choose a direct payment, as they can buy care that enables them to have a break that is tailored for their individual needs.

I am a parent carer, can I get a direct payment on behalf of my disabled child?

A parent carer can receive a direct payment to provide support for a child aged under 18. Once your child becomes an adult any direct payment would be made to them, but you would be able to help them manage the payment.

How long will it take to organise a direct payment?

This depends on whether you have someone ready to start working for you or have chosen a home care agency, or whether you still have to make your arrangements. Once the assessment has been approved, your arrangements are in place and the forms have been completed by your social worker, it takes about two weeks for the initial payment to be paid into your bank account.

What if direct payments don't work out for me?

That wouldn't be a problem. If you find that direct payments turn out not to be right for you after all, you can switch to having services provided by Social Services instead.

Pre- Paid Card

A pre-paid card account is the best way to manage the money side of a Direct Payment. Under this arrangement, a separate bank account is set up for you by Wirral Council, who then make payments into it on a four weekly basis paid in advance. You can then pay for things in your support plan from this account. If you choose to use a pre-paid card for your Direct Payment, you won't need to submit as much paperwork and you can upload any necessary documents via the on-line portal. You will not be able to withdraw cash.

There are no charges to the cardholder for using the card.

If your Direct Payment ends, funds remaining on your card will be returned to Wirral Council once all of your liabilities have been paid. If you are on direct payments and have made a financial contribution which was paid into the account, the council will return any overpaid contribution to you.

A full guide to the use of the pre-paid card will be provided to you once you become eligible to receive a Direct Payment.



ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

3rd March 2022

REPORT TITLE:	COVID-19 RESPONSE UPDATE
REPORT OF:	DIRECTOR OF PUBLIC HEALTH

REPORT SUMMARY

This report provides the Committee with an update on surveillance data and key areas of development in relation to Wirral's COVID-19 response and delivery of the Local Outbreak Management Plan, as well as the Wirral Plan 2021 - 2026.

This matter affects all wards within the Borough; it is not a key decision.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to note the contents of the report, the progress made to date and to support the ongoing COVID-19 response.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 This report gives an overview of how Wirral Council will work to Keep Wirral Well and protect residents from the impact of COVID-19.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Local Outbreak Management Plan and associated strategic priorities highlighted within this report have been developed to prevent and control COVID-19 in Wirral. Although no other viable options have been considered at this time, it is regularly reviewed to ensure the most appropriate response is in place.

3.0 BACKGROUND INFORMATION

- 3.1 On 22 May 2020, the government asked all Councils to develop local COVID-19 Outbreak Plans. Wirral published its initial Local Outbreak Management Plan in June 2020, setting out how Wirral will:

- prevent transmission of COVID-19 within the community
- ensure we have an effective and coordinated local approach to managing COVID-19 outbreaks across different settings within the Borough
- ensure vulnerable people are protected
- link with national and regional systems to ensure we get maximum benefit for the population of Wirral.

- 3.2 Wirral has regularly reviewed and updated this plan to highlight progress that has been made to date along with a revised strategy for how the Council and local partners will continue to protect our communities from the impacts of COVID-19 as well as the wider effects on the health, wellbeing and livelihoods of Wirral residents. The plan can be found on the Wirral Council website: [Wirral Local Outbreak Management Plan](#). A summary of key progress against these priority actions outlined within the Local Outbreak Management Plan is provided in Appendix 1 of this report.

- 3.3 Daily and weekly surveillance is undertaken to understand the local COVID-19 picture – up to date information on COVID-19 in Wirral is available here: [COVID-19 statistics for Wirral | www.wirral.gov.uk](#)

3.4 COVID-19 Response: Living with COVID-19:

On the 21st February the Government set out how England will move into a new phase of managing COVID-19 through the [Living with COVID-19 plan](#).

The Plan covers four main pillars:

- a. Removing domestic restrictions while encouraging safer behaviours through public health advice, in common with longstanding ways of managing other infectious illnesses
- b. Protecting the vulnerable through pharmaceutical interventions and testing, in line with other viruses

- c. Maintaining resilience against future variants, including through ongoing surveillance, contingency planning and the ability to reintroduce key capabilities such as mass vaccination and testing in an emergency
- d. Securing innovations and opportunities from the COVID-19 response, including investment in life sciences

3.5 The Government will shortly publish revised COVID-19 outbreak management advice and frameworks, setting out the support that local authorities can expect from regional and national stakeholders and the core policy and tools for contingency response. Local work is already underway to review and update our Wirral Local Outbreak Management Plan. This review will:

- Shift the focus from breaking every chain of transmission to protecting those most vulnerable and at risk.
- Manage COVID-19 locally as part of a wider all hazards approach, using existing health protection frameworks.
- Ensure we retain local capacity and contingency capabilities to deal future uncertainty and a range of possible scenarios for the pandemic.

3.6 **Disparities in the risk and outcomes from COVID-19 in Wirral**

The impacts of COVID-19 have not been felt equally – the pandemic has both exposed and exacerbated longstanding inequalities in Wirral. A [review of the impact of COVID-19 in Wirral](#) found that people living in deprived areas had higher case rates, hospital admissions and mortality from COVID-19 than those living in less deprived areas. While vaccination rates followed the opposite trend with those living in the most deprived areas having the lowest vaccination uptake.

3.7 [National research](#) into COVID-19 related mortality reinforces the fact that the impact of the Covid- 19 pandemic on the most deprived areas in England and Wales has been higher than less deprived areas. The research reviewed “Years of life lost” as a strong measure of premature mortality. There were almost twice as many years of life lost in the very poorest areas of the country compared with the wealthiest. As a region the North-West was the worst affected with the highest excess years of life lost.

3.8 Our ongoing local COVID-19 response must be built on an understanding of local health inequalities and the disparity in impact of COVID-19 upon our local population. This will ensure we are doing all we can locally to mitigate not exacerbate such differences. In addition, through system work to reduce local inequalities we can ensure our local communities are more resilient to manage future pandemics.

4.0 **FINANCIAL IMPLICATIONS**

4.1 The delivery of the Local Outbreak Management Plan is funded via national grant funding with the prime funding source being the Contain Outbreak Management Fund (COMF). For the period of June 2020 to March 2022, Wirral has been allocated a total of £14,784,032, £6,817,546 of which was received after March 2021. Scrutiny of the funding takes place at the COVID-19 Outbreak Strategic Control Cell, and a COMF working group was established in late 2021 to steer further investment to support local communities.

In late December 2021, it was announced that previously received Contain Outbreak Management Funding could be carried forward to be used in the subsequent financial year of 2022-2023.

Outbreak Management Support Area	Planned spend
Hub operations	£3,873,119
Community engagement	£2,935,244
Outbreak Support	£1,137,434
Vaccination-Testing Support	£410,000
Infection Prevention Control service	£471,590
Communications	£492,424
Supporting Educational Settings	£500,000
Cheshire and Merseyside regional testing hub	£389,833
Housing and Homelessness services	£279,887
Intelligence	£201,135
Renewal and Resilience	£4,093,366
Total	£14,784,032

- 4.2 The Renewal and Resilience resource is in the process of being incurred and committed against the following areas below:

Renewal & Resilience Areas	Planned spend
0-19 Programme	£195,112
Mental Health in Schools	£75,000
Mental Health	£500,000
Charity, Voluntary and Faith (CVF)	£750,000
Digital Inclusion	£1,000,000
Winter Resilience	£500,000
Recovery & Renewal Resources	£373,254
Community Support and Advice	£700,000
Total	£4,093,366

- 4.3 In addition to COMF, Wirral receives funding for Community Testing. Testing was initially agreed as part of the approved Liverpool City Region Business case in December 2020, covering costs up to 11th April 2021. The national Community Testing programme was then funded from 12th April until 30th June 2021, with a focus on outreach testing. In June 2021, the national programme was extended until 30th September 2021, with the Council being reimbursed by Department of Health and Social Care for incurred costs, capped depending on the agreed delivery model. In September 2021, DHSC confirmed the extension of the Targeted Community Testing programme, and funding until 31 December 2021. An additional DHSC extension for the programme to March 2022 was agreed in December 2021. On the

21st February the Government announced that the Community Testing programme will come to an end on the 1st April 2022.

5.0 LEGAL IMPLICATIONS

5.1 A duty for the management of communicable diseases that present a risk to the health of the public requiring urgent investigation and management by the Council, in conjunction with Public Health England, sits with:

1. The Director of Public Health under the National Health Service Act 2006; and
2. The Chief Environmental Health Officer under the Public Health (Control of Diseases) Act 1984

5.3 The Director of Public Health has primary responsibility for the health of the local community. This includes being assured that the arrangements to protect the health of the communities that they serve are robust and are implemented through developing and deploying local outbreak management plans. Each authority must make available the necessary resources to investigate and control any outbreak at the request of the Outbreak Control Team. The Council's Local Outbreak Management Plan has been developed in accordance with the Authority's statutory duties and Public Health England guidance.

4.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 This report is for information to Members and as a result there are no resource implications.

5.0 RELEVANT RISKS

7.1 It should be noted that data relating to case rates, hospitalisation and operational management of the COVID-19 response is frequently changing and as a result, some of the information contained within this report is likely to be outdated by the time of publication.

6.0 ENGAGEMENT/CONSULTATION

8.1 No direct public consultation or engagement has been undertaken in relation to this report. However, community engagement is a key priority in ensuring an effective response to the COVID-19 pandemic.

7.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity. Equality considerations were a key component of the actions noted in 3.5 of this report, however there are no further direct equality implications arising.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no direct environment and climate implications arising from this report.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 The success of the health and care system in meeting the health and care needs of the community depends on many factors, but the response to the Covid-19 pandemic clearly demonstrates the importance of joined up approaches to strategy development and decision-making across the system and communities. During the pandemic, we saw the brilliance and dedication of the health and care workforce enhanced by the strengthening of existing, and development of new, partnerships.

11.2 The case for Community Wealth Building is stronger than ever, with the pandemic having a clear and significant impact on our residents, communities, and businesses. It is vital that everything we do at the Council contributes to the recovery and the development of a resilient and inclusive economy for Wirral.

11.3 Community Wealth Building in Wirral focuses on partnerships and collaboration, both within the Council and with external partners and stakeholders, including residents. The Council will work together with partners and residents to develop the place-based partnership arrangements in Wirral that meet the needs of the population, with a focus on reducing health inequalities.

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APPENDICES

Appendix 1 - Wirral Response to COVID-19

BACKGROUND PAPERS

Wirral Local Outbreak Management Plan (Revised August 2021)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Social Care and Public Health Committee	13 th October 2020
Adult Social Care and Public Health Committee	19 th November 2020
Adult Social Care and Public Health Committee	18 th January 2021
Adult Social Care and Public Health Committee	2 nd March 2021
Adult Social Care and Public Health Committee	7 th June 2021
Adult Social Care and Public Health Committee	29 th July 2021
Adult Social Care and Public Health Committee	23 rd September 2021
Adult Social Care and Public Health Committee	13 th October 2021
Adult Social Care and Public Health Committee	16 th November 2021
Adult Social Care and Public Health Committee	25 th January 2022

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Priority	Progress to Date and Future Plans
<p>1) Effective Surveillance</p> <p><i>Ensure access to timely local data and intelligence to inform local activity to prevent and manage outbreaks.</i></p>	<p>We continue to utilise a local surveillance system to capture timely local outbreak data and provide support to a variety of settings through Wirral's COVID-19 Hub. The Microsoft Dynamics case management platform has led to improvements in the collection and reporting of data captured from local settings, as well as proactive identification of exposures and sources of potential outbreaks. The Hub's prioritisation criteria are continually reviewed to ensure capacity is well utilised and directed to support the highest risk settings. The Microsoft Dynamics system has also allowed us to work more closely with colleagues across the Cheshire and Merseyside region.</p> <p>Daily and weekly multi-agency surveillance meetings continue to be held at local and regional levels to understand the epidemiology of current situations and to appropriately direct prevention and control measures, community engagement activity and target communications. The UK Health Security Agency (UKHSA) Situational Explorer Portal continues to be used in conjunction with contact tracing data and local intelligence to identify likely transmission hotspots and high risk settings. Locally, daily surveillance is reviewed at regular OIRR (Outbreak Identification and Rapid Response) meetings to closely monitor current case rates, common exposures, and postcode coincidence data. These meetings are an opportunity to undertake screening and prioritisation, to interrogate data and to carry out a combined risk assessment resulting in direct actions for teams across the Hub. Discussion and review at these daily meetings also provide an opportunity to prioritise high risk settings.</p> <p>Utilising local intelligence has also allowed us to identify inequalities in vaccination uptake which has allowed further targeted engagement to take place. This process has proved particularly valuable in supporting social care and business settings to encourage staff vaccination. We will continue to ensure soft intelligence and community engagement feedback is reviewed in conjunction with quantitative data to direct resources appropriately.</p>
<p>2) Engagement and Communication</p> <p><i>Build trust and participation through</i></p>	<p>Colleagues across the Council's intelligence, engagement and communications continue to meet fortnightly to plan and review activity, examining data, setting parameters for engagement and feeding back insight to inform local and targeted communications messaging. These meetings are also attended by NHS Wirral CCG and third sector representatives to ensure a whole system approach to community engagement.</p>

<p><i>effective community engagement and communication.</i></p>	<p>Wirral's Community Champions network has now enlisted 715 local people, with recent improvements to the regular newsletter meaning that it is now easier for the Champions to access and utilise COVID-19 resources. Further virtual sessions with our Champions have taken place in February 2022, with the Hub Engagement Team working together with Healthwatch Wirral to deliver two training sessions around the #Spare 5 campaign; providing an opportunity for Champions to learn more about what support is available locally for their networks, how they can make a positive difference and how to make #Spare5 a part of their day.</p> <p>In Summer 2021 an evaluation of the Community Champions programme was initiated, facilitated by Hitch Marketing, as part of the LGA behavioural science project evaluating the effectiveness of the Council's Community Champions role in affecting behaviour change. In December 2021, the Champions were encouraged to undertake training around Making Every Contact Count (MECC), holding difficult conversations and using social media. The next step in the evaluation process will include targeting the Champions with key messages to support their role, as well as assessing how our individual Champions would most want to engage with the programme. Further analysis will then be carried out to support the development of the programme and further interventions. The evaluation is due to be completed in March 2021. More information on the Community Champions Programme can be found here: Keep Wirral Well during COVID-19 www.wirral.gov.uk</p>
<p>3) Higher-Risk Settings, Communities and Locations <i>Identify and support high risk workplaces, locations and communities to prevent and manage outbreaks.</i></p>	<p>The COVID-19 Hub continues to work closely with local partners to prevent and manage outbreaks in high-risk settings with a robust daily review process and use of local intelligence to proactively target settings at higher risk of outbreaks, with the COVID-19 Hub team in place currently until September 2022 to continue to prevent and manage outbreaks across the Borough.</p> <p>There is a co-ordinated health and social care response; overseeing capacity, trends, resources, and updated guidance, leading the partnership across the system including voluntary sector, to respond to emerging pressures and system needs. We continue to build on learning to date and work in partnership to ensure our health and care system is able to deliver high quality COVID-19 and non-COVID-19 care.</p>

	<p>The COVID-19 Hub works in close partnership with Wirral Intelligence Service and community Infection Prevention and Control (IPC) colleagues, as well as the Cheshire and Merseyside regional Hub, to ensure positive cases at health and social care settings are identified and supported at the earliest opportunity. As a result of the recent increase in case rates with the Omicron variant, the Hub team have supported local IPC colleagues during this time of high demand by providing guidance and advice to domiciliary care providers across the Borough on their behalf.</p> <p>The COVID-19 Hub School Support service continues to work with Children's Services to provide dedicated support for educational settings in managing COVID-19. The telephone school support line is now well established, with further guidance available through a monitored mailbox, to complement national support available through the Department for Education helpline. Since the start of the new school term in September 2021, 464 advice requests and case notifications from educational settings have been managed by the COVID-19 Hub (as at 16/02/22); with the team assisting school settings with a range of support measures from additional controls, to helping reduce transmission, to testing advice. Schools have received bespoke support from a multi-agency team led by the local Hub, when experiencing outbreaks.</p> <p>The Hub's engagement team continue to meet regularly with stakeholders from across the borough, attending Council meetings as well as partner forums such as the Youth Collective Forum and Digital Enablement and Choice Group to gain insight and promote key messages. Regular meetings are held with representatives from across the local business sector, including the Wirral Chamber of Commerce, to support COVID safe organisational settings.</p> <p>The Council's Business Toolkit has been reviewed and updated in line with changes to national policy, with a winter refresh issued before Christmas to ensure employers and employees understand their responsibilities and are supported to maintain safe environments and manage COVID cases and outbreaks effectively.</p> <p>In late December 2021, the COVID-19 Hub's Prevention and Control team undertook key proactive engagement work with close contact services (such as hairdressers and beauty salons) as well as Wirral's largest employers. As of 16/02/22, the Hub team have attempted to contact 220 close contact services and 20 large organisations to offer support and provide guidance on current compliance measures, as well as open lines of communication and</p>
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	<p>engagement with local businesses. This proactive work will continue throughout the winter period.</p>
<p>4) Supporting vulnerable and underserved communities Proactively support individuals and communities, ensuring services across test, trace, isolate and support systems are accessible and meet the diverse needs of our local communities.</p>	<p>We have maintained excellent community links with over 100 local community groups and organisations through the Humanitarian partnership and regular meetings, working together to support local communities and have ensured targeted communications in areas of high incidence, to over 35,000 properties, highlighting current guidance and support available as well as maintaining regular contact with our clinically extremely vulnerable residents.</p> <p>The COVID-19 Hub’s Engagement Team has continued to focus on digital enablement for those members of the community who are excluded, working with voluntary, community, faith and social enterprise representatives as well as the health sector to deliver a joined up digital support offer.</p> <p>We continue to work with under-represented and disproportionately impacted groups to promote and ensure ease of access to regular symptom-free testing. The team of Black and Ethnic Minority Link workers are proactively supporting our local ethnic minority communities and working with local leaders to tackle vaccine hesitancy and promote COVID-19 key messages.</p> <p>We plan to maintain communication with our clinically extremely vulnerable residents and continue to ensure that they can access a wide range of support where required. In addition to this, we will be conducting a comprehensive asset mapping exercise of all local areas to ensure that Wirral Infobank contains most relevant and up to date information for residents to access for support.</p>
<p>5) Vaccination Support the roll-out of the COVID-19 vaccine programme, identifying and tackling inequalities in vaccine coverage.</p>	<p>Wirral Council, in partnership with Wirral CCG and Primary Care Networks, continue to ensure an effective delivery model to support the rollout of the COVID-19 vaccination programme in Wirral.</p> <p>As of 16th February 2022, 84.7% of the eligible population of Wirral had received the 1st dose of the vaccine, with 79.6% having received both doses. 83.6% have received their booster vaccine (Eligible numbers for the booster vaccine include all residents aged 18+ who are more than 3 months from the date of their 2nd vaccination).</p> <p>To ensure the vaccine is targeted and uptake is maximised in areas of deprivation and groups at increased risk of illness and mortality actions are coproduced based on local and national data, insight and evidence. The plans continue to reflect the needs of the local community, the</p>

	<p>socially excluded and socio-economically disadvantaged and those with protected characteristics.</p> <p>Collaboration will continue with key partners to continue to offer first, second dose and booster vaccination to all eligible residents. Broader efforts to increase overall uptake across all cohorts will include walk in appointments and targeted communications as part of the NHS 'Evergreen' offer.</p> <p>The Public Health team are working with NHS partners and other Council colleagues to develop a regular planned outreach vaccination programme, building on the learning from the summer outreach and pop-up vaccination clinics. These will take place in settings such as retail, sport and leisure, with walk-in vaccinations available. Sessions will take place at varying times and days to ensure a flexible offer for residents. Outreach will be continuously evaluated to ensure that plans are meeting the needs of the borough. Targeted communications and engagement is underway through the council, CCG and partners, including engagement in local areas in advance of the pop-up sessions to market the offer to local people.</p> <p>The Council and health partners are working with the NHS to monitor local uptake and reasons for vaccine hesitancy amongst the workforce in preparedness for the mandatory vaccination of all frontline NHS workers by 1st April 2022.</p> <p>The following table summarises the COVID-19 vaccination uptake across staff working in Wirral's CQC registered care homes, as of 16th February 2022. Work is ongoing to continue to increase uptake for this cohort.</p> <table border="1" data-bbox="630 1456 1476 1720"> <thead> <tr> <th colspan="3">Total Staff 3775</th> <th colspan="3">Total Agency/Bank Staff 161</th> </tr> <tr> <th>1st Dose</th> <th>2nd Dose</th> <th>Booster</th> <th>1st Dose</th> <th>2nd Dose</th> <th>Booster</th> </tr> </thead> <tbody> <tr> <td>3680</td> <td></td> <td>1,880</td> <td></td> <td></td> <td>35</td> </tr> <tr> <td>97.5%</td> <td>3661</td> <td>49.8%</td> <td>112</td> <td>106</td> <td>21.7%</td> </tr> <tr> <td></td> <td>97%</td> <td></td> <td>69.6%</td> <td>65.8%</td> <td></td> </tr> </tbody> </table>	Total Staff 3775			Total Agency/Bank Staff 161			1 st Dose	2 nd Dose	Booster	1st Dose	2nd Dose	Booster	3680		1,880			35	97.5%	3661	49.8%	112	106	21.7%		97%		69.6%	65.8%	
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97.5%	3661	49.8%	112	106	21.7%																										
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<p>6) Testing <i>Identify cases of COVID-19 by ensuring access to testing for those</i></p>	<p>Wirral's Testing Strategy and Operational delivery plans have been reviewed for the Winter period, aligned to the national plans, maintaining accessible testing for people with or without symptoms, and testing in outbreak situations.</p> <p>In December 2021, Wirral welcomed the government confirmation that Targeted Community Testing would</p>																														

<p><i>with and without symptoms and for outbreak management.</i></p>	<p>continue to be funded beyond 31 Dec 2021, until at least 31st March 2022, and extended staffing contracts accordingly. We continue to seek clarification from national bodies around testing beyond the current financial year.</p> <p>With the Omicron variant and changes to national testing and self-isolation policies in December / January 2022, Wirral’s testing service has effectively managed local capacity for Lateral Flow and PCR testing for the most vulnerable and high-risk cohorts during a period of significant increased demand, particularly over late December/early January 2022. Essential workers were prioritised for receipt of home-testing kits in order to manage local supply, due to national shortage/delays. Care homes and NHS partners were supported by the Council’s local testing service to supply required test kits to help keep staff and residents safe. The shortage was experienced on a regional and national scale, and we continue to closely manage our testing stock levels.</p> <p>Wirral’s Testing Team have been focussing efforts working closely with local organisations to develop clear pathways and ensure symptom free testing is easily accessible, encouraging uptake amongst target cohorts including those hard to reach and disproportionately impacted by covid, third sector organisations and essential worker employers, including Council employees delivering front line services.</p> <p>The mobile testing offer delivered over the summer months has been replaced by outreach testing at indoor ‘pop-up’ locations, maintaining symptom and symptom-free testing at fixed site locations.</p> <p>The Council’s Testing Service has continued to work closely with Children’s Services and Education Teams, to support those secondary schools with identified need for on-site support with testing throughout the start of the new school term in early 2022.</p> <p>We will continue to promote and, where possible, support testing within settings and workplaces for high risks occupations, highlighting testing can help prevent outbreaks and maintain business continuity. Discussion around testing provision, as well as vaccination uptake, is an established part of our prevention and control work and outbreak management process.</p>
<p>7) Contact Tracing Effectively deploy local</p>	<p>In response to the surge in cases of the Omicron variant, the Local Tracing Partnership (LTP) model was paused in December 2021 to enable the local contact tracing team to</p>

<p><i>contact tracing to reduce the onward transmission of COVID-19.</i></p>	<p>focus on hard-to-reach cases that the National Team were unable to reach. However, we were able to resume Wirral's model in January 2022, focusing on specific postcodes, and targeting those areas with a high number of cases and low take up of vaccines. As part of the 'Local-8' LTP hybrid model, the local team are currently directly receiving cases living in 5040 of Wirral's 8511 postcode areas – or 59.2%. Alongside contact tracing, the local team have also undertaken welfare calls to both positive cases and contacts, including those who have completed the 'digital journey', to offer support with self-isolation.</p> <p>We have worked collaboratively with the Cheshire and Merseyside Hub, UK Health Security Agency and the Department of Health and Social Care Local Tracing Partnership forums, to influence and strengthen the local contact tracing system, enabling us to reach people who the national system has been unable to contact and to prioritise and respond to high-risk complex cases and settings. In February 2022 our contact tracers have also attended 'change agent' workshops with other Cheshire & Merseyside Local Authorities and the C&M Hub to help identify areas for improvement.</p> <p>We have continued to support health and social care, schools, local businesses, and other settings through intelligence led contact tracing and where a focused outbreak response is appropriate. Wirral's COVID-19 Hub also continues to provide formal support to local NHS Trusts, helping where contacts of positive inpatients or recently discharged residents are identified and making them known to the national system so that they are eligible to access all support available.</p>
<p>8) Support for Self-Isolation Ensure access to support, including where appropriate financial support, to ensure people who need to self-isolate can do so.</p>	<p>We have information available on the Council website, Wirral InfoBank and in leaflets distributed by Community Connectors, on self-isolation for a range of target audience cohorts. This includes advice and guidance on accessing the self-isolation payment scheme, wider welfare support and non- financial support available, as well as working with Wirral Chamber and local businesses to support awareness of employer responsibilities in supporting staff to self-isolate when required.</p> <p>Self-isolation support is also aligned to local contact tracing, with support needs identified during the customer journey and referrals for practical support managed by a commissioned team of Community Connectors. Wirral continues to process applications for both discretionary and eligibility Test & Trace Support Payments (TTSP), with</p>

	<p>guidance and help with applications completed via the dedicated COVID-19 helpline. To date we have supported 4,004 residents to self-isolate through financial and practical support and advice pathways, with 4,023 applications for financial support approved (as at 8th February 2022).</p> <p>Meetings are held regularly between Council and Involve Northwest colleagues in order to identify potential opportunities to improve self-isolation support and to keep our processes under review given the changing situation. Since 1st December 2021, the local contact tracing team have also offered direct assistance on the TTSP application process. This has improved our internal processes and removed barriers to ensure support with applications for the TTSP is provided at the first point of contact, with advice provided to 147 cases and contacts in this time.</p> <p>We have increased capacity in our local information and advice service to allow better access and support for individuals financially impacted by COVID-19, as well as expanding the Community Connector service to ensure there is improved capacity within our local communities to address the non-direct impacts of COVID-19. We have also further utilised the Wirral Community Champions programme to enable Champions to act as self-isolation ambassadors; providing information and advice around self-isolation support directly to their networks and providing the tools for them to signpost residents to services available.</p> <p>We have continued to engage with regional and national colleagues to identify best practice and use this insight to improve our local self-isolation support offer.</p>
<p>9) Responding to Variants of Concern (VOC) <i>Develop robust plans and working with local, regional and national partners to enable surge capacity, to respond to local outbreaks and VOC.</i></p>	<p>Local outbreak and consequence management processes continue to reflect the increased transmissibility of the Omicron variant by triggering immediate outbreak control meetings with input from UK Health Security Agency, Testing and Communications to put actions into place as quickly as possible to control and manage the virus.</p> <p>A key part of our response to a VOC is effective communication and community engagement to ensure local communities understand the purpose of the VOC response, and what people need to do to contain the spread of the virus. We will continue to work closely with UKHSA, the Department of Health and Social Care and North-West local authority colleagues to ensure we have the most effective local processes in place for managing outbreaks linked to a VOC.</p>

<p>10) Compliance, Enforcement and Living with COVID-19 (COVID secure) Work collaboratively to guide, inform and support local compliance with regulations and restrictions, support local enforcement where necessary, and plan for gradual re-opening of wider society.</p>	<p>We have an established system in place to ensure effective partnership working and communication between the COVID-19 Hub and local Environmental Health and Enforcement teams, to promote and support COVID-safe practice across Wirral. We have monitored the operations and compliance of local businesses including responding to reports of non-compliance across hospitality, close contact services, supermarkets, retail, and other premises.</p> <p>As legislation changes move to increased emphasis on personal responsibility and health and safety requirements, as well as the continued importance of a risk-based approach to learning to live and operate safely during COVID-19 and being prepared to adjust plans if necessary. We will also continue to support local businesses in investigating cases of COVID-19 to identify transmission and support workplaces to develop the appropriate control measures to prevent and manage outbreaks, empowering them with best practice guidance.</p> <p>Wirral's Event Safety Advisory Group continues working closely alongside the Public Health team to take a pragmatic approach to safely managing events in Wirral. Guidance from the Public Health team is being used alongside the national guidance, as part of the approach to considering applications for events, with resident safety the utmost priority.</p> <p>Council enforcement, Licensing and Communications teams continue to work with the Hub to promote awareness for businesses, community groups and residents, around the importance of maintaining up to date risk assessments that are regularly reviewed, to ensure COVID-safe environments. Proactive engagement with businesses is ongoing to ensure positive working relationships, with the recent update to the Council's Business Toolkit in line with changes to national policy, ensuring understand their responsibilities and are supported to maintain safe environments and manage COVID cases and outbreaks effectively.</p> <p>Environmental Health and Hub Prevention and Control colleagues are developing a plan of work following take up of the national offer from the Health and Safety Executive, around proactive work with local businesses around COVID-safe environments.</p>
<p>11) Governance, accountability, and resourcing</p>	<p>We have adapted the robust emergency response governance system established in March 2020, revising the local COVID-19 governance structure recently to continue</p>

<p><i>Establish robust governance structures for decision making with clear accountability and effective resource use.</i></p>	<p>to hold organisations to account, taking decisions and agreeing necessary actions to manage and respond effectively to COVID-19.</p> <p>We will continue to actively participate across the Liverpool City Region and Cheshire & Merseyside forums to work collaboratively, and share learning and best practice, as requirements of the COVID-19 response have evolved.</p> <p>Plans are in place for the Wirral COVID-19 Hub to be retained until September 2022 to build resilience in our experienced and established local teams. We have developed a resilient team for early 2022 through further recruitment during late 2021 across the Hub and Health Protection team.</p> <p>We plan to keep our local capacity and capabilities under constant review, as well as continuing daily intelligence monitoring and taking a flexible and agile approach, to ensure we have a sustainable local system throughout the next phase of responding to the covid-19 virus.</p>
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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

THURSDAY 3 MARCH 2022

REPORT TITLE:	WIRRAL UNIVERSITY TEACHING HOSPITAL CARE QUALITY COMMISSION INSPECTIONS AND PROGRESS AGAINST THE ASSOCIATED IMPROVEMENT PLANS
REPORT OF:	DIRECTOR OF LAW & GOVERNANCE

REPORT SUMMARY

This report was requested by the Chair and Group Spokespersons of the Adult Social Care and Public Health Committee to provide an update on the improvement plan following the 2019 Care Quality Commission (CQC) inspection.

This matter affects all wards and is not a key decision.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to note the briefing which has been appended to this covering report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Adult Social Care and Public Health Chair and Spokes requested the report to provide an update on how the improvement plan had been implemented since the 2019 CQC inspection.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The option of bringing the report to a later committee with details of a more recent inspection and the implementation of the improvement plan was considered but the Adult Social Care and Public Health Chair and Spokes wished to see the outcome of the 2019 inspection.

3.0 BACKGROUND INFORMATION

- 3.1 The Care Quality Commission undertook a Trust wide inspection in 2019, since then, the Trust has developed an improvement plan in response to findings.
- 3.2 The Adult Care and Health Overview and Scrutiny Committee added an update on the inspection and improvement plan to its work programme and the Adult Social Care and Public Health Committee had since requested this report to see how the improvement plan had been implemented.
- 3.2 The details of the inspection and progress against the associated improvement plans are detailed in appendix 1.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly arising from this covering report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications directly arising from this covering report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are no resource implications directly arising from this covering report.

7.0 RELEVANT RISKS

- 7.1 There are no relevant risks directly arising from this covering report.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 The Chair and Group Spokespersons of the Adult Social Care and Public Health Committee requested that the report be considered by the Committee.

9.0 EQUALITY IMPLICATIONS

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 Any associated actions arising from the improvement plan may require an Equality Impact Assessment to be undertaken.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are no environment and climate implications directly arising from this covering report.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 There are no community wealth implications directly arising from this covering report.

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 telephone: 0151 666 3791
 email: danielsharples@wirral.gov.uk

APPENDICES

Appendix 1 - Briefing Report – Care Quality Commission inspections and progress against the associated improvement plans

BACKGROUND PAPERS

2019 Inspection report
[Provider section - RBL Wirral University Teaching Hospital NHS Foundation Trust \(08/10/2019\) INS2-6786080531 \(cqc.org.uk\)](#)

Infection Prevention and Control Inspection
[Wirral University Teaching Hospital NHS Foundation Trust NewApproachFocused Report \(Acutes Provider Apr 2021\)_INS2-10471957641 \(cqc.org.uk\)](#)

Inspection of Medical and Emergency Care Services in October 2021
[RBL14 Arrowe Park Hospital \(cqc.org.uk\)](#)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Care and Health Overview and Scrutiny Committee	26 June 2019 16 September 2019

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Wirral Adult Social Care and Public Health Committee
3 March 2022

Briefing Report
Care Quality Commission Inspections and Progress against the Associated Improvement Plans

1.	Background
	<p>The Care Quality Commission undertook a Trust wide inspection, in October/November 2019, with the report published on 31 March 2020. The Trust developed an extensive improvement plan in response to the Regulators findings; progress against this has been monitored through organisations governance structures over the past two years.</p> <p>The Trust also underwent a focused inspection relating to Infection, Prevention and Control in February 2021, with the report published in April 2021. This inspection did not result in any requirements for an improvement plan and praised the Trust for the improvements made.</p> <p>In addition to the above, during 2021, CQC undertook monitoring activities within the following services: Maternity, Radiology and Surgery, although this activity did not constitute an inspection and therefore did not result in the publication of a report, no regulatory actions were taken as a result.</p> <p>In October 2021, the regulator undertook an unannounced inspection of Urgent and Emergency Care and Medical Services. The inspection report was published on Friday 14 January 2022.</p> <p>This paper will discuss the progress made following the inspections in 2019 and the subsequent inspections. This should be considered within the context of the ongoing Covid 19 pandemic and the associated impacts and challenges both within the Trust but also the local Health and Care system. However despite these challenges, significant improvements have been made within the Trust and this has been recognised by the recent interactions with and inspections by, the Regulator.</p> <p>The Board of Directors has also seen a number of changes over the past two years; all posts are now substantially filled, apart from the Chief Nurse, which will undergo substantive recruitment in the first half of 2022.</p>
2.	Inspection Undertaken in 2019
	<p>The inspection resulted in an overall rating of Requires Improvement , with the following rating given for each of the Domains:</p> <p>Caring: Good Effectives: Requires Improvement Safe: Requires Improvement Responsive: Requires Improvement Well Led: Requires Improvement</p> <p>The reports for the Inspection can be found following the link below: Provider section - RBL Wirral University Teaching Hospital NHS Foundation Trust (08/10/2019) INS2-6786080531 (cqc.org.uk)</p>

	<p>The Inspection resulted in 31 Must Do and 76 Should Do (total of 107) Actions, which are detailed within the published report. The Trust’s improvement plan was developed in response to the inspection and progress against these has been reported on a quarterly basis to the Trust’s Patient Safety and Quality Board, the Quality Committee and the Board of Directors. The monitoring has included a review of the evidence supporting completion and whether the desired impact has been achieved. The position as of January 2022, is that, of the 107 actions (Inclusive of Must Do and Should Do overarching actions), 100 are reported as completed meaning that 93% of the action plan has been achieved.</p> <p>All of the 31 Must Do actions have been completed and improvements have been seen however the following actions require further ongoing work to maintain and push improvements further. The outcomes of the actions, undertaken to date, has been inevitably impacted on by the pandemic and the need to meet the needs of patients with Covid 19, as well as the maintenance of services for patients with an urgent needs such as those suffering with cancer:</p> <ul style="list-style-type: none"> • <i>The Trust must ensure that improvements are taken to ensure that patients have timely access to care and treatment;</i> Impacted by the pandemic and reflected locally and nationally • <i>The Trust must continue to work with stakeholders to improve treatment times and referral to treatment times;</i> Impacted by the pandemic and reflected locally and nationally • <i>The service must ensure patient care is planned effectively to reduce length of stay;</i> Impacted by the partnership working and available of services within the Local Health and Social Care System. <p>Of the 76 Should do Actions, 70 have been fully completed. The following areas have ongoing work , which is likely to continue for some time:</p> <ul style="list-style-type: none"> • <i>The trust should ensure that culture within the trust is improved across all services.</i> Significant work has been undertaken in this area. The Trust undertook a Trust wide engagement exercise to enable staff to describe and produce Values and Behaviours expected by all staff. This has become embedded within the Trust as part of recruitment and appraisal processes. There were significant improvements in the Medical Engagement Survey in 2019 with some improvement demonstrated through 2020/21 staff survey. Further work is underway relating to embedding of a “Just Culture”. • <i>The service should ensure that all patients risk assessments are fully completed in the emergency department.</i> This has been converted to a Must Do Action following the Inspection of Urgent and Emergency in October Care Service 2021 • <i>The service should act to improve completion rates for mandatory training for nursing and medical staff. It should ensure relevant staff completes intermediate life support training. Mandatory training for medical staff has been converted to a Must Do action following the Inspection of Urgent and Emergency and Medical Services in October 2021</i> <p>The existing action plan will be closed down, with the small number of outstanding actions being moved to a new overarching improvement plan being formulated in response to the latest inspection undertaken in late 2021.</p>
3.	Infection Prevention and Control Inspection
	This was an announced focused inspection, undertaken in response, in part to the current pandemic and the need to be assured of the Trust’s Infection and Prevention

compliance. A number of these focused inspection were undertaken nationally. The report can be found by following the link below:

[Wirral University Teaching Hospital NHS Foundation Trust NewApproachFocused Report \(Acutes Provider Apr 2021\) INS2-10471957641 \(cqc.org.uk\)](https://www.cqc.org.uk/publications-and-reports/wirral-university-teaching-hospital-nhs-foundation-trust-new-approach-focused-report-acutes-provider-apr-2021-ins2-10471957641)

The report highlighted the following:

- Leaders understood and managed the priorities and issues the service faced and were visible and approachable in the service for patients and staff.
- The trust had a clear vision and plan for continuously improving practices related to infection prevention and control and an action plan to meet identified goals with the action plan being aligned to local plans within the wider health economy.
- Staff felt respected, supported, and valued with an open culture where staff could raise concerns without fear.
- Staff were focused on the needs of patients receiving care and at all level were clear about their roles and responsibilities
- Governance structures and the communication within them were effective to ensure that changes and learning supported patient safety across the trust.
- Leaders and teams used systems to manage performance effectively. They identified and escalated relevant risks and issues and identified actions to reduce their impact.
- The service collected reliable data and analysed it. Staff could find the data they needed, in easily accessible formats.
- Leaders and staff collaborated with partner organisations to help improve services for patients.

4. Inspection of Medical and Emergency Care Services in October 2021

The unannounced inspection did not result in a change for the overall rating for the Trust; this is because only two of the trust services were reviewed and an overall well led inspection was not undertaken.

The rating for the two services were as follow:

	Medical Services		Urgent and Emergency Care Services	
	2019 Inspection	2021 Inspection	2019 Inspection	2021 Inspection
Overall Rating	Requires Improvement	Good	Requires Improvement	Requires Improvement
Domains				
Safe	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Effective	Requires Improvement	Good	Good	Good
Responsive	Requires Improvement	Good	Requires Improvement	Requires Improvement
Caring	Good	Good	Good	Good
Well Led	Requires Improvement	Good	Requires Improvement	Good

The inspection highlighted the following:

- Staff understood how to protect patients from abuse, and managed safety well. The service controlled infection risk well. Staff managed medicines well.
- Staff provided good care and treatment, gave patients enough to eat and drink, and gave them pain relief when they needed it.

	<ul style="list-style-type: none"> • Managers monitored the effectiveness of the service and made sure staff were competent. Staff worked well together for the benefit of patients, advised them on how to lead healthier lives, supported them to make decisions about their care, and had access to good information. Key services were available seven days a week. • Staff treated patients with compassion and kindness, respected their privacy and dignity, took account of their individual needs, and helped them understand their conditions. They provided emotional support to patients, families and carers. • The services planned care to meet the needs of local people, took account of patients' individual needs, and made it easy for people to give feedback. • Leaders ran services well using reliable information systems and supported staff to develop their skills. • Staff understood the service's vision and values, and how to apply them in their work. • Staff were focused on the needs of patients receiving care. • Staff were clear about their roles and accountabilities. The service engaged well with patients and the community to plan and manage services and all staff were committed to improving services continually <p>The inspection resulted in 5 must do actions and 10 should do actions (15 actions in total). An improvement plan is in development, at the time of writing this report.</p> <p>The report for the inspection can be found following the link below: RBL14 Arrowe Park Hospital (cqc.org.uk)</p> <p>The must do actions cover the following areas:</p> <ul style="list-style-type: none"> • Ensuring safe nurse staffing • Improvements to compliance with mandatory training for medical staff • Assessment of risks to patient awaiting to be seen within the emergency department and mitigation of the risks identified • Improvement to the environment within the Mental Health Unit and Section 136 suite within the Emergency Department.
5. Conclusion	
	<p>The Trust has made significant improvements since the Trust wide inspection in 2019, the extensive improvement plan developed following the inspection is almost completed, despite the impact from and the challenges to the organisation throughout the Covid 19 pandemic. This is a testament to all of our staff, their commitment and drive to deliver the best care we can.</p> <p>A further two focused inspections have been undertaken since 2019, which have commented on the improvements made by the Trust and the strengthened vision and leadership of the Board of Directors and leaders throughout the organisation. This is reflected within the reports published</p> <p>There remain challenges, as the organisation moves forward including improving flow through the Trust which relies on system and partnership working and ongoing development of and capacity within community services and ongoing focus on population health. Internally we will continue work to deliver our overarching strategy, redevelopment of our sites and making the Trust an employer of choice. In addition we will continue to strengthen our governance and oversight.</p>

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

THURSDAY 3 MARCH 2022

REPORT TITLE:	THE CLATTERBRIDGE CANCER CENTRE NHS FOUNDATION TRUST UPDATE REPORT
REPORT OF:	DIRECTOR OF LAW & GOVERNANCE

REPORT SUMMARY

This report was requested by the Chair and Group Spokespersons of the Adult Social Care and Public Health Committee to provide an update on cancer services for patients on Wirral and how patients are affected by the expansion of the site to Liverpool.

This matter affects all wards and is not a key decision.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to note the briefing which has been appended to this covering report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Adult Social Care and Public Health Chair and Spokes requested the report to provide an update on how the expansion of the site to Liverpool has affected cancer services for Wirral patients.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The option of bringing the report to a later committee was considered but the Adult Social Care and Public Health Chair and Spokes expressed it had been a considerable amount of time since the last update and felt this needed to be reported on.

3.0 BACKGROUND INFORMATION

- 3.1 The Clatterbridge Cancer (CCC) is one of three specialist cancer centres in the UK and serve a population of 2.4 million across Cheshire and Merseyside.
- 3.2 In June 2020, Clatterbridge Cancer Centre – Liverpool (CCC – Liverpool) was opened to complement the existing sites in Wirral and Aintree to provide care close to home for cancer patients across Cheshire and Merseyside.
- 3.3 The Adult Care and Health Overview and Scrutiny Committee added an update on how this affected cancer services for patients on Wirral to its work programme and the Adult Social Care and Public Health Committee had since requested this report.
- 3.4 The details and outcomes of the site expansion are detailed in appendix 1.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly arising from this covering report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications directly arising from this covering report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are no resource implications directly arising from this covering report.

7.0 RELEVANT RISKS

- 7.1 There are no relevant risks directly arising from this covering report.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 The Chair and Group Spokespersons of the Adult Social Care and Public Health Committee requested that the report be considered by the Committee.

9.0 EQUALITY IMPLICATIONS

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 Any associated actions arising from the site expansion may require an Equality Impact Assessment to be undertaken.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are no environment and climate implications directly arising from this covering report.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 There are no community wealth implications directly arising from this covering report.

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APPENDICES

Appendix 1 - Update report from The Clatterbridge Cancer Centre NHS Foundation Trust

BACKGROUND PAPERS

Clatterbridge Cancer Centre Five-year Strategic Plan 2021-2025

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Care and Health Overview and Scrutiny Committee	19th November 2019
Partnerships Committee	9th November 2020

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Update report from The Clatterbridge Cancer Centre NHS Foundation Trust

Report for the Wirral Adult Social Care and Public Health Committee

February 2022

1. About The Clatterbridge Cancer Centre

The Clatterbridge Cancer Centre (CCC) is one of three specialist cancer centres in the UK and we have a unique multi-site care model. We provide radiotherapy at our three main hub sites, systemic anti-cancer therapy (including chemotherapy) at seven sites and outpatient care at 17 centres. We serve a population of 2.4 million across Cheshire and Merseyside.

As one of the leading cancer centres in the UK, with a track record of developing new and better ways of treating cancer, The Clatterbridge Cancer Centre contributes to improved outcomes for patients with cancer in Cheshire and Merseyside. We operate a networked model of care, with services for non-surgical oncology spread across the different 'sectors' of the region that we serve. The model is based on the principle of providing care locally where possible and centrally where necessary.

CCC-Liverpool is our new specialist centre and the location of our inpatient beds. It is also the hub for the central sector of the region. CCC-Wirral is the hub for our southern sector and CCC-Aintree is the hub for the north.

All new outpatient appointments are concentrated in sector hubs, which have increased provision of supportive care services. We were also one of the first cancer centres in the UK to use our own highly-trained nurses to deliver cancer treatments to patients in their own homes through our *Clatterbridge in the Community* programme.

These are the principles of our clinical model:

- Services as local as possible within the bounds of quality, safety, and affordability

CCC in numbers

Our sector hubs serve populations of around **500,000**

We manage in excess of **250,000** patient contacts

We care for over **35,000** patients per year

1,500 specialist staff

Outpatient care at **17** sites

Chemotherapy and other systemic therapies at **7** sites

- Patients given choice in time and place of treatment whenever possible, including the expansion of services at home
- Patients only treated outside of their local area by choice or for clinically justifiable reasons
- Clinical care delivered by consultant-led multi-disciplinary teams, not single practitioners
- Services aim to minimise the time patients wait for appointments
- All patients have access to cancer support workers, holistic needs assessments, signposting to other services, and supporting information

2. Our expansion into Liverpool

In June 2020, at the height of the COVID-19 pandemic, we opened Clatterbridge Cancer Centre-Liverpool (CCC-Liverpool). This 11-storey state of the art specialist hospital is part of our £162m investment to transform cancer care in Cheshire and Merseyside. We built our new hospital in order to:

- Provide outstanding, cutting edge cancer therapies to the population of Merseyside and Cheshire
- Collocate oncology with acute services at the Royal Liverpool University Hospital, streamlining care and avoiding the need for very unwell patients to be transferred in an ambulance to a critical care unit
- Complement our sites in Wirral and at Aintree and provide care close to home for cancer patients across Cheshire and Merseyside
- Provide opportunities for expanding our cancer research programme through the collocation of the hospital with the University of Liverpool

The opening of the new hospital was the culmination of over a decade of over a decade of planning, engagement, design and construction.

While we were getting ready to open CCC-Liverpool the world changed fundamentally. The response of our teams to the challenges posed by the COVID-19 pandemic has been amazing. We have quickly adopted new technology and made the changes necessary to keep our patients and staff safe. As an NHS we have tackled COVID-19 together and NHS organisations working more closely together as part of their local systems will be a lasting legacy of this period.

A range of support was put in place for our staff who would be affected by the expansion of our services into CCC-Liverpool. For example, eligible employees received excess travel protection through either excess mileage and toll costs for a period of 24 months or a fully funded public transport pass for a period of 30 months (to encourage more sustainable travel to work).

We will carry out a post project evaluation of the opening of the new hospital in the coming months. This will ensure that we learn the lessons relevant to any future large scale projects and it will be the first step in ensuring that we realise in full the expected benefits of the development of CCC-Liverpool.

3. Clatterbridge Cancer Centre – Wirral

As our hub for the southern sector of our region, CCC-Wirral remains an important site for the delivery of our services. CCC-Wirral continues to offer outpatient chemotherapy, radiotherapy, diagnostic and cancer support services for local patients. There's also an outpatients department, our on-site pharmacy and the UK's only Eye Proton Therapy Centre.

During the calendar year of 2021 (i.e. the first full calendar year following the opening of CCC-Liverpool) the following levels of activity continued to take place at CCC-Wirral:

- Over 120,000 face-to-face outpatient appointments, at an average of over 2,300 a week (despite the ongoing pandemic-related replacement of face-to-face appointments to telephone or video consultations where clinically appropriate)
- Over 11,500 radiology imaging investigations (including x-ray, CT, and MRI) at an average of 220 investigations a week
- Over 14,000 radiotherapy treatments on the two linear accelerators that remain on the site, at an average of 275 treatments per week.

CCC-Wirral also continues to be home to a number of our key support functions such as our finance, workforce and digital teams, as well as a significant part of our research and innovation team.

4. Making best use of the CCC-Wirral site

In addition to maintaining the clinical activity set out above we are also undertaking work to make the best use of the CCC-Wirral site, working with our NHS partners where appropriate.

4.1. Immediate improvements to the site

The early priority for the CCC-Wirral site following the opening of CCC-Liverpool was to upgrade and reallocate areas of office accommodation. This allowed us to remove a series of temporary buildings from the site and landscape the areas where these had previously stood. Plans are in development for the further refurbishment of both public areas and office accommodation.

4.2. Inpatient wards

The relocation of the CCC inpatient beds to CCC-Liverpool in June 2020 left the inpatient wards at CCC-Wirral vacant. We were subsequently able to open discussions with our NHS partners to ensure that these wards, which remained in a good condition, could continue to be used to the benefit of the Wirral population.

Wirral Community Health and Care NHS Foundation Trust began running and staffing inpatient capacity on the CCC-Wirral site in January 2021. The wards are made up of stepdown beds that provide intermediate care for patients who no longer need an acute hospital bed.

4.3. Community diagnostic centre

CCC has worked with Wirral University Teaching Hospital NHS Foundation Trust (WUTH) to establish one of the first Community Diagnostic Centres in England on the Clatterbridge Health Campus. Patients across Wirral are benefiting from earlier diagnostic testing thanks to national investment in this new service called *Clatterbridge Diagnostics*.

CCC and WUTH are working in partnership to deliver the service after being awarded a share of £350m national funding to create one of the 40 new Community Diagnostic Centres planned across England. The Clatterbridge Diagnostics service has been set up within space in CCC-Wirral that was vacant following the opening of CCC-Liverpool and also draws on some of the equipment within the CCC-Wirral diagnostic imaging department.

Clatterbridge Diagnostics offer earlier access to diagnostics, reducing the time that patients wait for tests for a wide range of conditions including heart disease, lung conditions and cancer and will therefore provide earlier diagnoses for people in Wirral. The service will deliver increased testing for MRI, CT, Ultrasound, X-Ray, Sleep Apnoea, Blood Tests, Endoscopy, ECHO, ECGs and Respiratory testing.

5. Future redevelopment of the site

We have been investing in the development of high quality patients and staff environments for over a decade. We opened CCC-Aintree in 2011 and CCC-Liverpool in 2020. CCC-Liverpool was developed as part of an ongoing £162m investment that also includes the redevelopment of the CCC-Wirral site. The redevelopment of CCC-Wirral will be a focus of the next five years. We are working closely with WUTH and other partners on the Clatterbridge Health Campus as we develop our plans to ensure that our future plans are aligned.

6. Conclusion

The Clatterbridge Cancer Centre NHS Foundation Trust successfully opened its new CCC-Liverpool site in June 2020 at the height of the COVID-19 pandemic. CCC-Wirral remains an important site for CCC, as evidenced by the significant clinical activity that continues to take place on that site, despite the ongoing impact of COVID-19 on face-to-face appointments. CCC is committed to pursuing the future redevelopment of the CCC-Wirral site, working with site partners where appropriate, to the benefit of the population of Wirral and Cheshire.

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Thursday, 3 March 2022

REPORT TITLE:	ADULT SOCIAL CARE AND HEALTH PERFORMANCE REPORT
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

This report provides a performance report in relation to Adult Social Care and Health. The report was designed based on discussion with Members through working group activity in 2020 and 2021. Members requests have been incorporated into the report presented at this committee meeting. This matter affects all Wards within the Borough. This is not a key decision.

RECOMMENDATION

The Adult Social Care and Health Committee are recommended to note the content of the report and highlight any areas requiring further clarification or action.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION

- 1.1 To ensure Members of the Adult Social Care and Public Health Committee have the opportunity to monitor the performance of the Council and partners in relation to Adult Social Care and Public Health Services.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report has been developed in line with member requirements. In addition to this report Committee members requested access to a set of automated Adult Social Care Reports. Following testing and demonstration of reports to a pilot member group, these reports are now available for all committee members to access and appropriate support has been offered. Alongside the written report a verbal update on key NHS performance data will be provided at the committee meeting.

3.0 BACKGROUND INFORMATION

- 3.1 Regular monitoring of performance will ensure public oversight and enable Elected Members to make informed decisions in a timely manner.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The financial implications associated with the performance of the Directorate are included within the Financial Monitoring Report reported to this committee.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are none arising from this report.

7.0 RELEVANT RISKS

- 7.1 Information on the key risks faced by the organisation and Directorate and the associated mitigations and planned actions are included in the Corporate and Directorate Risk Registers. This report has no direct implications related to risk.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Adult Social Care and Health services carry out a range of consultation and engagement with service users and residents to work to optimise service delivery and outcomes for residents.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision, or activity. This report has no direct implications for equalities.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no environmental and climate implications generated by the recommendations in this report.

The content and/or recommendations contained within this report are expected to:

- have no impact on emissions of Greenhouse Gases.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 The content and/or recommendations contained within this report have no direct implications for community wealth. Adult Health and Care services in general impact positively on community wealth including through commissioning local providers employing local people and paying care workers in the borough the Real Living Wage.

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APPENDICES

Appendix 1:
Adult Social Care and Public Health Committee Performance Report

BACKGROUND PAPERS

Data sources including Liquid Logic system, ContrOCC system, NHS Capacity Tracker, Wirral Community Foundation Trust.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Social Care and Public Health Committee	16 November 2021
Adult Social Care and Public Health Committee	13 October 2021
Adult Social Care and Public Health Committee	23 September 2021
Adult Social Care and Public Health Committee	29 July 2021
Adult Social Care and Public Health Committee	7 June 2021
Adult Social Care and Public Health Committee	2 March 2021
Adult Social Care and Public Health Committee	18 January 2021
Adult Social Care and Public Health Committee	19 November 2020



Adult Social Care and Public Health Committee Performance Report 15/02/2022

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1.0 Introduction

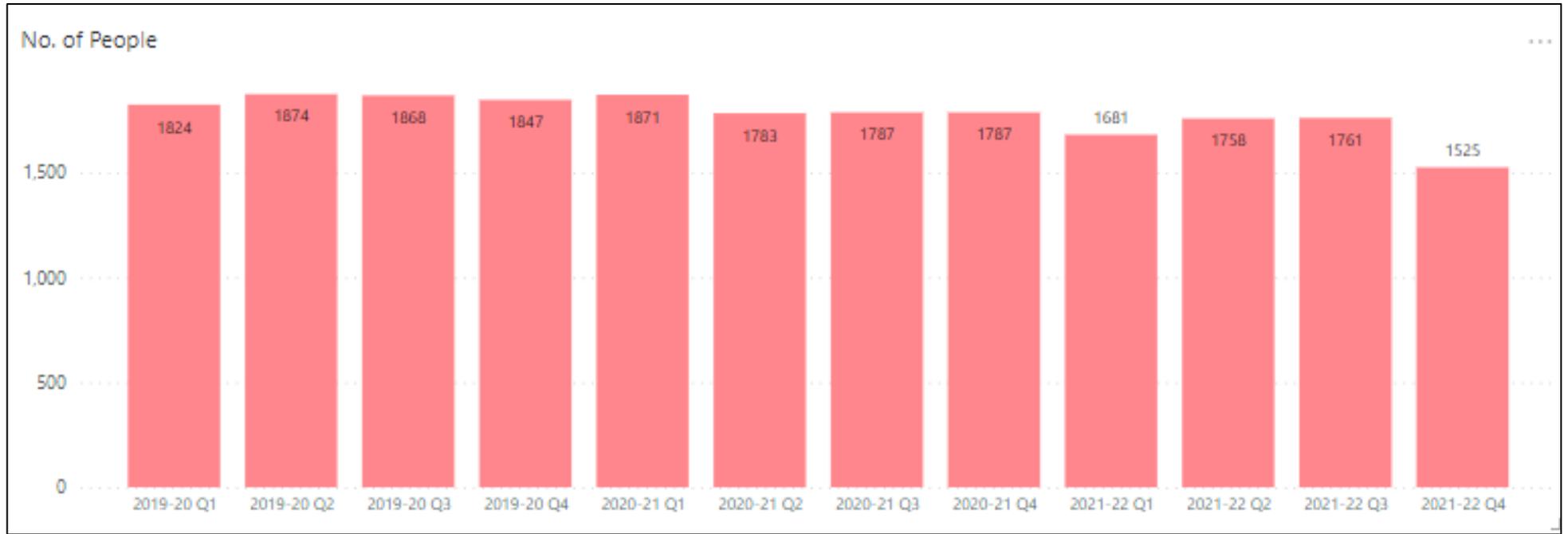
The Adult Care and Health Committee have requested a set of key intelligence related to key areas within Health and Care. This report supplies that information for review and discussion by members. If additional intelligence is required further development on reporting will be carried out.

2.0 Care Market – Homes

2.1 Residential and Nursing Care - Cost and Numbers of People (since 01/04/2019)

No. of People	Actual Cost
4201	£153.08M

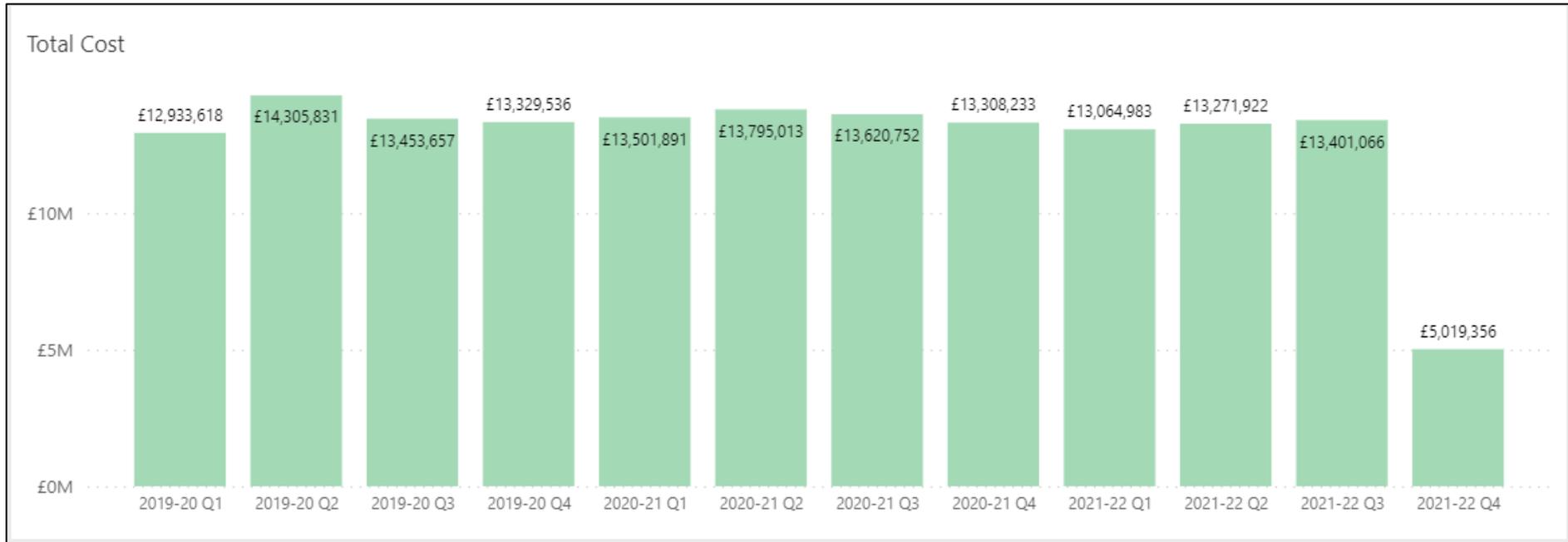
Data Source: ContrOCC.



Data Source: ContrOCC.

Number of People Receiving Residential & Nursing Care			
	2019-20	2020-21	2021-22
April	1627	1671	1524
May	1617	1566	1546
June	1633	1605	1523
July	1672	1605	1543
August	1658	1630	1601
September	1696	1601	1578
October	1686	1616	1595
November	1672	1626	1597
December	1657	1573	1540
January	1631	1569	1525
February	1601	1574	
March	1683	1576	

Data Source: ContrOCC.

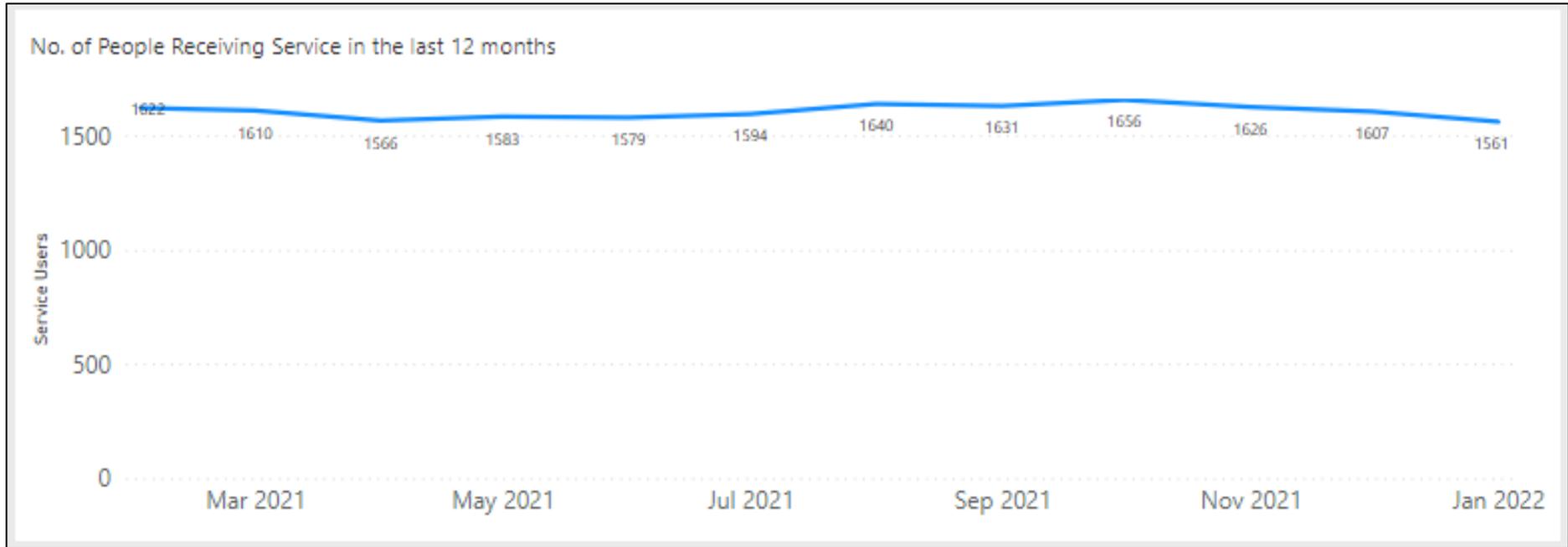


Data Source: ContrOCC.

Total Cost of Residential & Nursing Care			
	2019-20	2020-21	2021-22
April	£4,954,449	£4,228,834	£4,016,722
May	£3,966,923	£4,120,897	£5,008,748
June	£4,012,246	£5,152,160	£4,039,513
July	£5,056,258	£4,228,834	£4,035,194
August	£4,100,728	£5,322,865	£5,094,131
September	£5,148,845	£4,243,314	£4,142,597
October	£4,159,996	£4,208,585	£4,157,572
November	£4,155,700	£5,268,174	£5,149,370
December	£5,137,961	£4,143,992	£4,094,124
January	£4,097,955	£4,108,553	£5,019,356
February	£4,075,979	£4,103,493	
March	£5,155,602	£5,096,188	

Data Source: ContrOCC.

2.2 Residential and Nursing Care Over Time



Data Source: Liquid Logic.

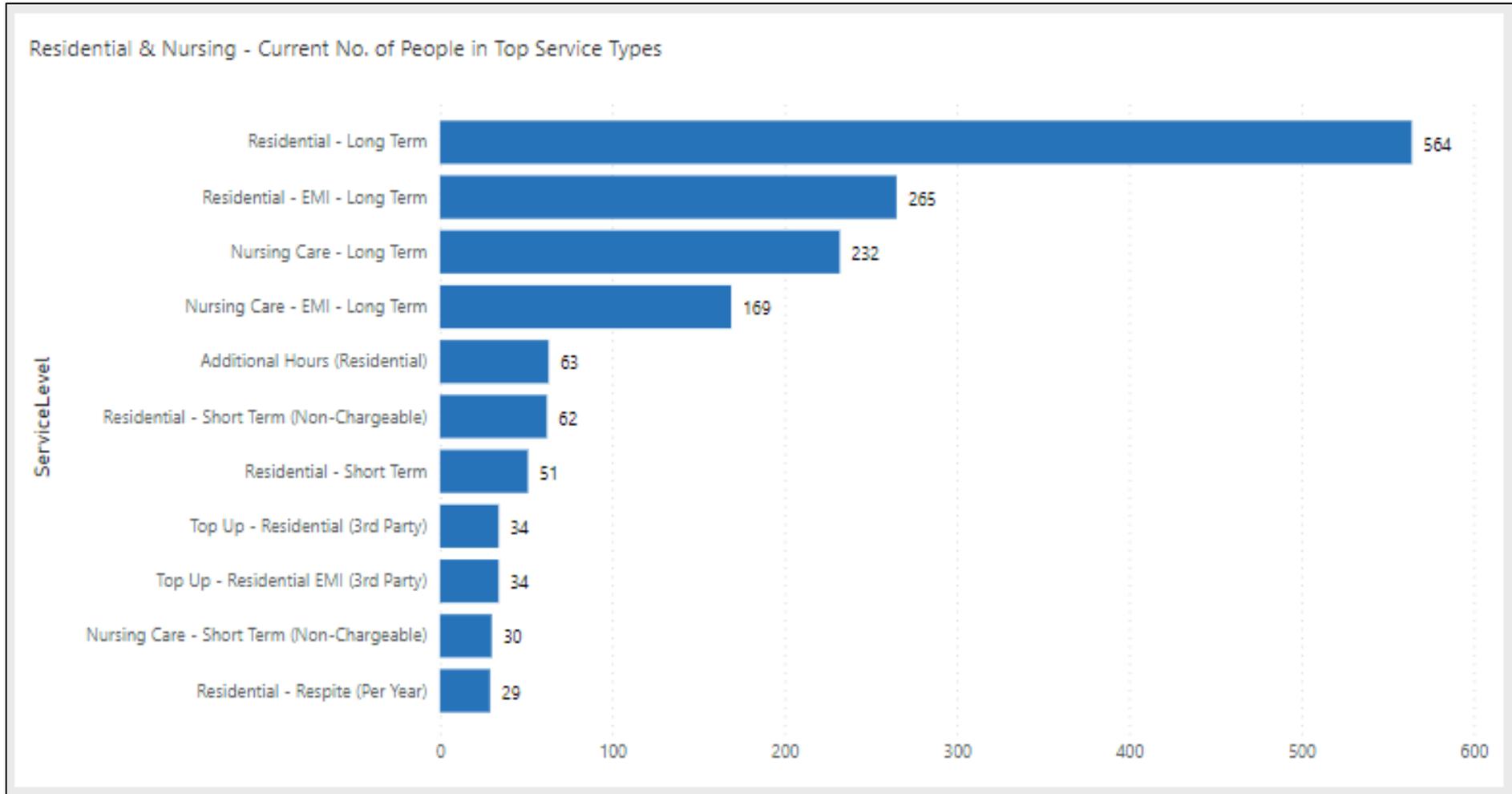
No. of People Receiving Service in Period

Year	January	February	March	April	May	June	July	August	September	October	November	December	Total
2022	1561												1561
2021		1622	1610	1566	1583	1579	1594	1640	1631	1656	1626	1607	2456
Total	1561	1622	1610	1566	1583	1579	1594	1640	1631	1656	1626	1607	2499

Data Source: Liquid Logic.

The above line chart and table give the number of people receiving Residential and Nursing care month by month in the last 12 months.

2.3 Residential and Nursing – Current People by Service Type



Data Source: Liquid Logic.

Current Client No.s by Top 10 Service Types

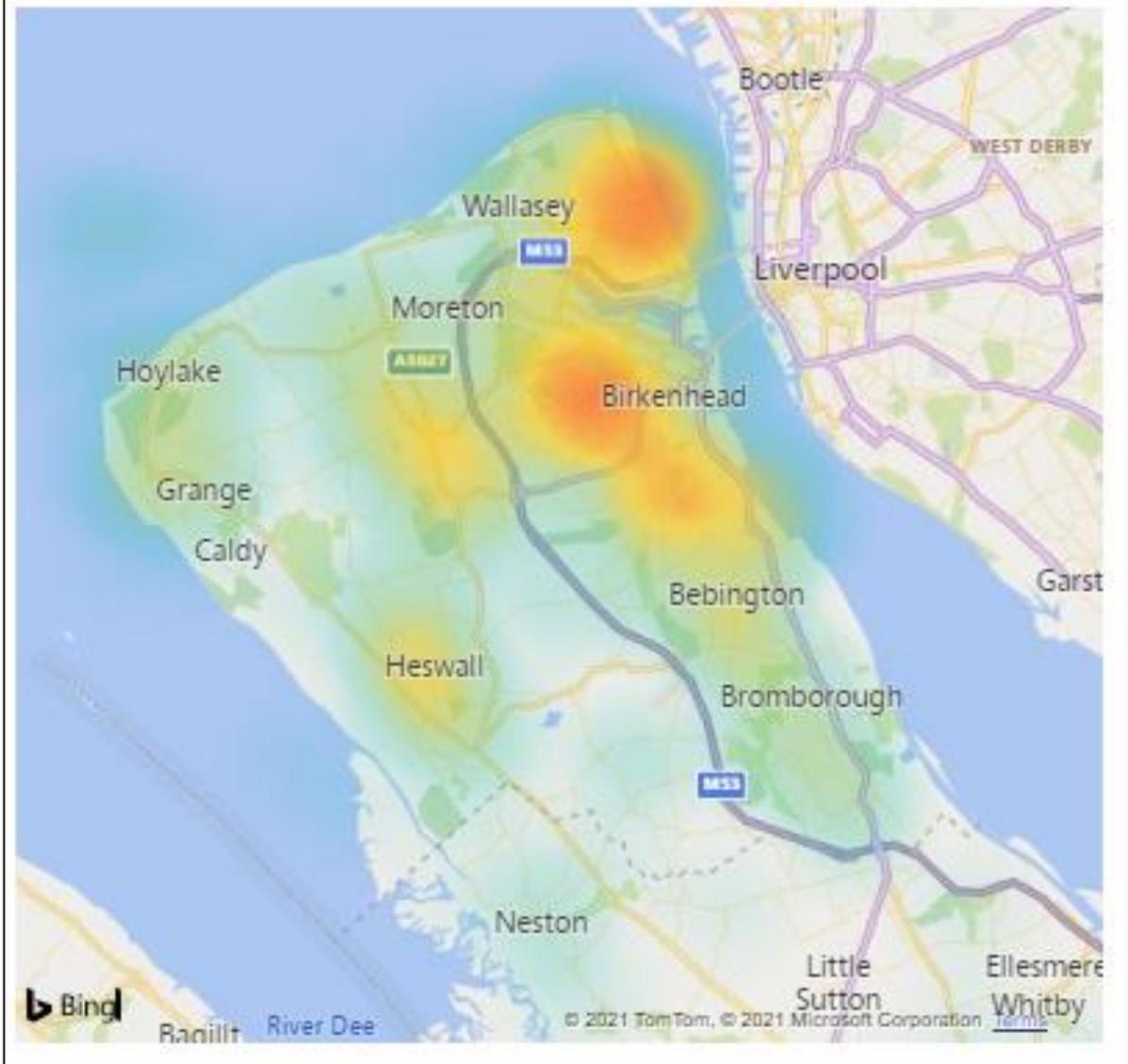
ServiceLevel	No. of People
Residential - Long Term	564
Residential - EMI - Long Term	265
Nursing Care - Long Term	232
Nursing Care - EMI - Long Term	169
Additional Hours (Residential)	63
Residential - Short Term (Non-Chargeable)	62
Residential - Short Term	51
Top Up - Residential (3rd Party)	34
Top Up - Residential EMI (3rd Party)	34
Nursing Care - Short Term (Non-Chargeable)	30
Residential - Respite (Per Year)	29
Total	1400

Data Source: Liquid Logic.

Residential and Nursing Long term and EMI (Elderly, Mental Health and Infirm) make up the bulk of the services received.

2.3 Residential and Nursing – People Location

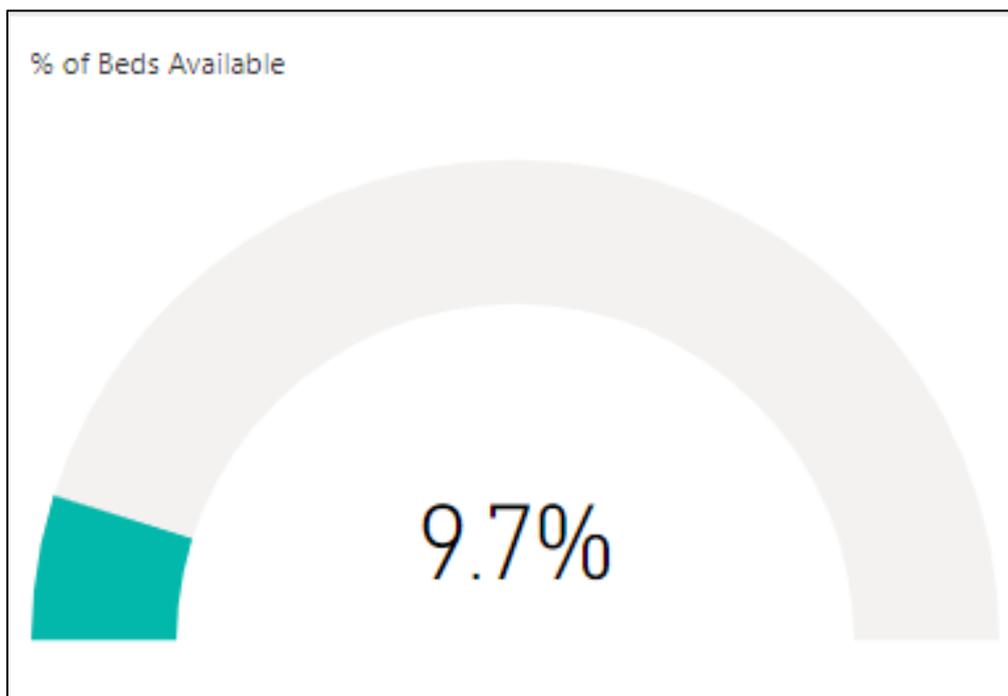
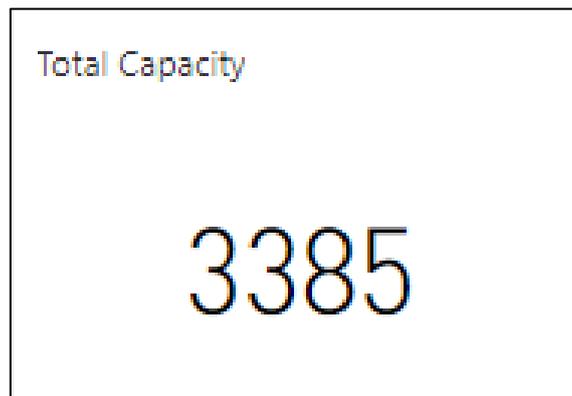
Care Home Location



The heat map shows the care home locations.

Data Source: Liquid Logic.

2.4 Care Homes – Current Vacancy Rate



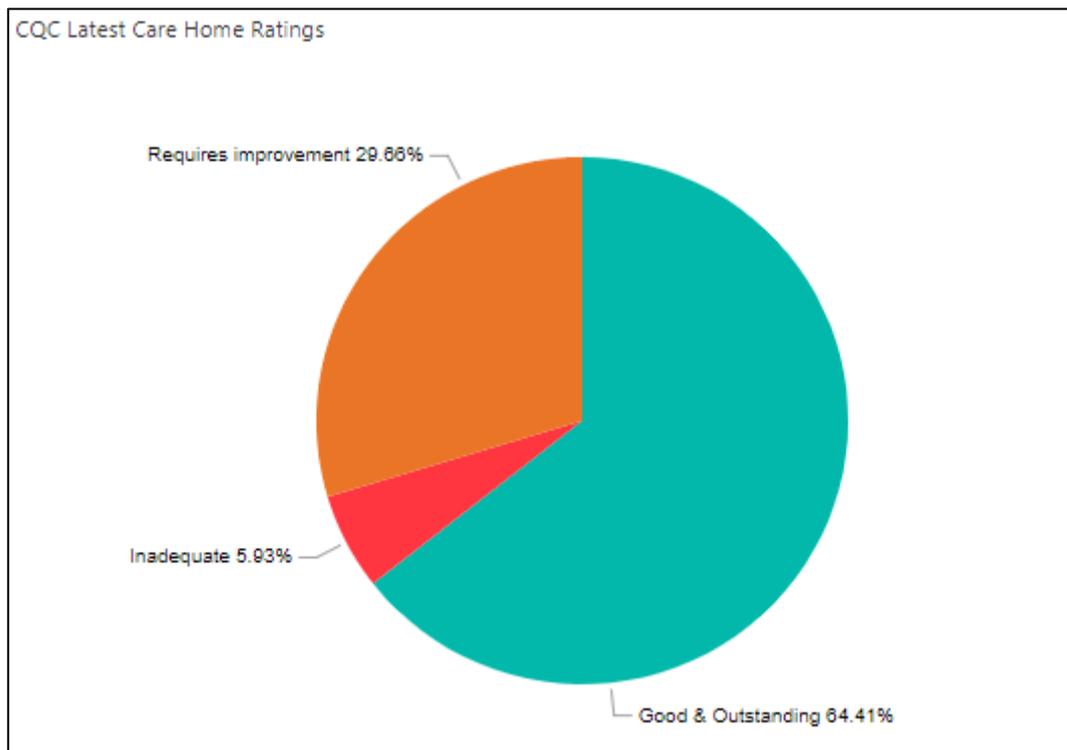
Data Source: NHS Capacity Tracker.

There is a capacity of 3385 places in care homes with a current vacancy rate as at 10/02/2022 of 9.7%.

Summary of Care Homes Affected by Covid-19	
Summary	
Total number of all care homes affected by Covid-19	47
Total number of all care homes with outbreak restrictions	31
Total number of all other settings affected by Covid-19	10
Total number of contingency beds affected	0
Total number of contingency beds with outbreak restrictions	0
Total number of all care homes affected (non-covid)	0
Total number of all care homes fully closed (non-covid)	0

Data Source: IPC Daily Update.

2.5 Care Homes – Care Quality Commission Inspection Ratings



CQC Latest Care Home Ratings	
Rating	Number of Homes
Good & Outstanding	76
Requires improvement	35
Inadequate	7
Total	118

This is the current rating of the care homes based on their last CQC inspection.
Data Source: CQC

The number of long-term residential care home placements continues to be at a reduced level. The numbers for long term residential EMI, nursing and nursing EMI have also decreased. Vacancy rates have reduced by almost half since September. The number of Inadequate rated homes has increased which is not unexpected given the pandemic and the reduced numbers of CQC inspections undertaken. The Quality Improvement Team continue to work with care homes to aim to reduce the number of homes with a rating of Inadequate or Requires Improvement. The number of homes closed to admissions in line with infection control measures is decreasing after a period of very high numbers of care homes being closed.

2.6 Care Homes – CQC Alerts: Care Quality Commission (Registration) Regulations 2009: Regulation 18

The intention of this regulation is to specify a range of events or occurrences that must be notified to CQC so that, where needed, CQC can take follow-up action. Providers must notify CQC of all incidents that affect the health, safety and welfare of people who use services.

The Contracts Team receives a copy of all notifiable incidents as sent to CQC. This information was used, prior to contract monitoring being stepped back due to the pandemic, to inform individual Contract Meeting discussions. It was not stored in such a way to allow for market reporting.

The team have taken steps to ensure that this information will be available going forward. Notifiable Incidents include: -

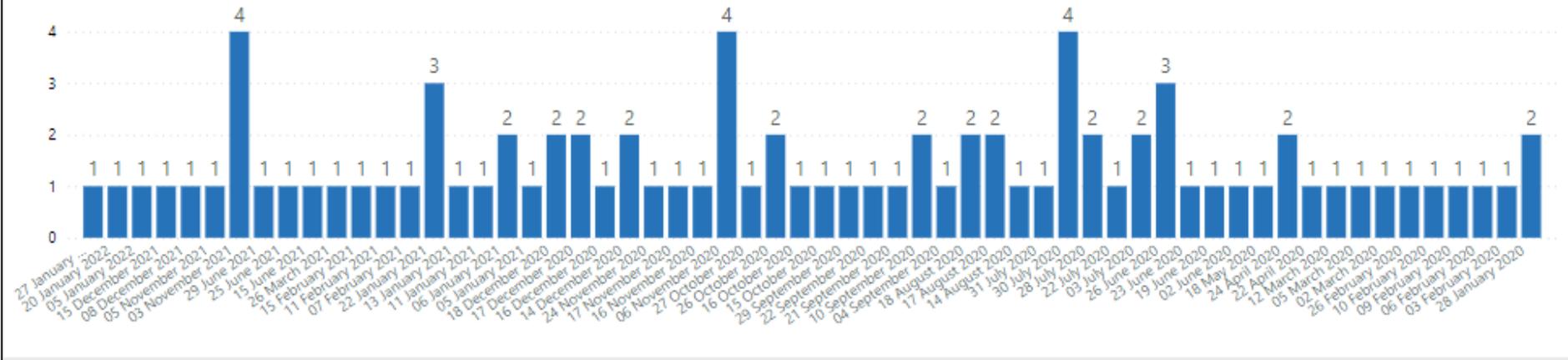
- Serious Injury
- Abuse or Alleged abuse
- Changes affecting a provider or manager e.g. a new manager; change of contact details; new nominated individual; new SOP
- Death (unexpected and expected)
- DOLs
- Police incidents and / or investigations
- Absences of registered persons (and returns from absence) of 28 days or more
- Deaths and unauthorised absences of people who are detained or liable to be detained under the Mental Health Act
- Events that stop, or may stop, the registered person from running the service safely and properly

The below is a summary of CQC Alerts received

No. of Alerts	No. of People Identified
494	150

Data Source: ContrOCC.

No. of Alerts by Dates

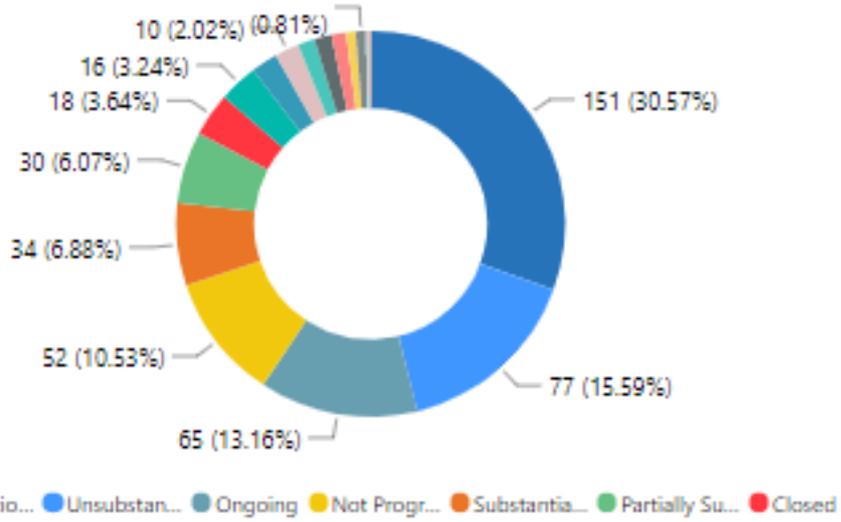


Data Source: ContrOCC.

No. of Alerts by Dates

Date	No. of Alerts
27 January 2022	1
20 January 2022	1
05 January 2022	1
15 December 2021	1
08 December 2021	1
05 November 2021	1
03 November 2021	4
29 June 2021	1
25 June 2021	1
15 June 2021	1
26 March 2021	1
15 February 2021	1
11 February 2021	1
07 February 2021	1
22 January 2021	3
13 January 2021	1
11 January 2021	1
06 January 2021	2
05 January 2021	1
18 December 2020	2
17 December 2020	2
16 December 2020	1
14 December 2020	2
24 November 2020	1
17 November 2020	1
16 November 2020	1
06 November 2020	4
27 October 2020	1
26 October 2020	2
16 October 2020	1
15 October 2020	1
29 September 2020	1
22 September 2020	1
21 September 2020	1
10 September 2020	2
04 September 2020	1
18 August 2020	2
17 August 2020	2
14 August 2020	1
31 July 2020	1
30 July 2020	4
28 July 2020	2
22 July 2020	1
03 July 2020	2
26 June 2020	3
Total	494

No. of Alerts
BY OUTCOME

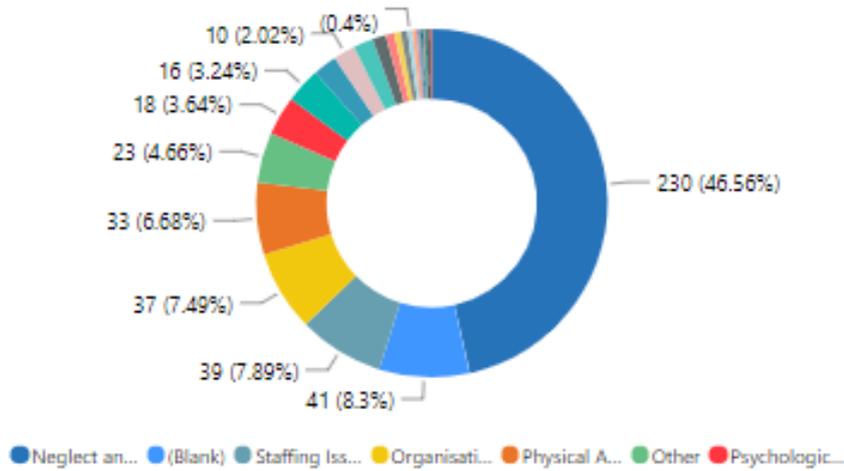


No. of Alerts
BY OUTCOME

Outcome	No. of Alerts
Information Only	151
Unsubstantiated	77
Ongoing	65
Not Progressed	52
Substantiated	34
Partially Substantiated	30
Closed	18
Partially Substantiated with Action Plan	16
Investigated - No further action	11
Warning Notice	10
Closed with Recommendations	7
Inconclusive	7
Substantiated with Action Plan	6
	4
Notice of Proposal	4
Notice of Decision	1
Unsubstantiated with Action Plan	1
Total	494

Data Source: ContrOCC.

No. of Alerts
BY SUB THEME



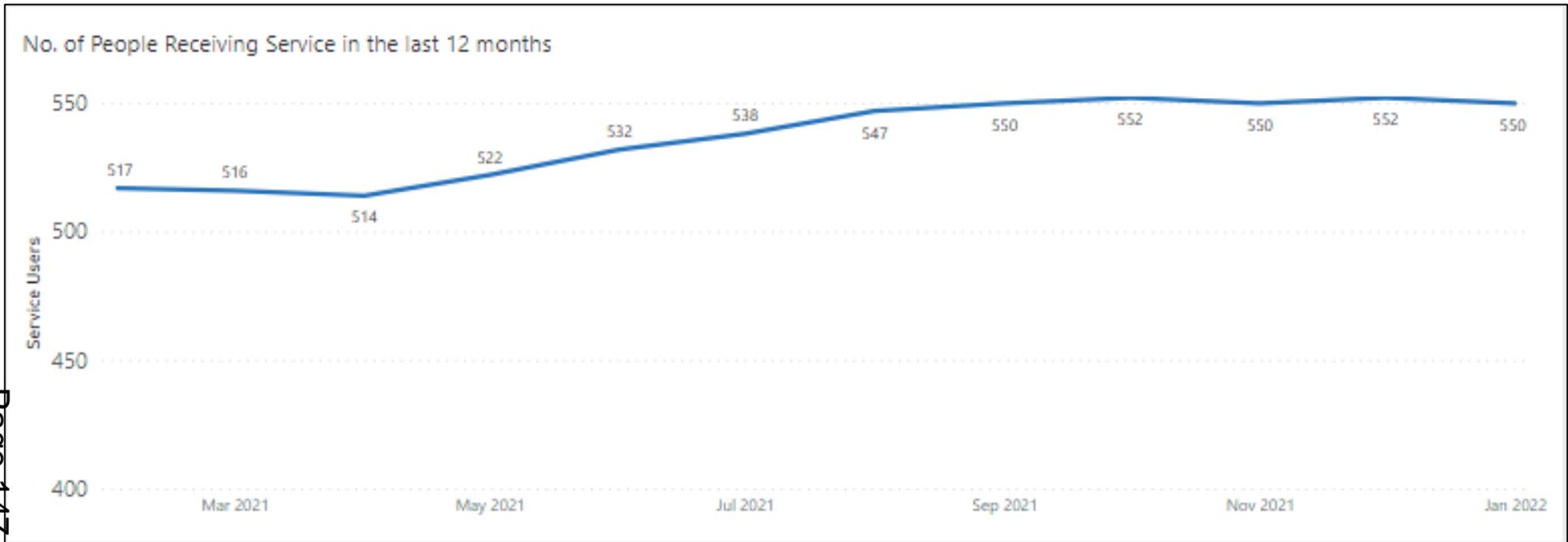
No. of Alerts
BY SUB THEME

Sub Theme	No. of Alerts
Neglect and Acts of Omission	230
(Blank)	41
Staffing Issues	39
Organisational Abuse	37
Physical Abuse	33
Other	23
Psychological Abuse	18
Medication	16
Safe	11
Management	10
Environment	9
Financial or Material Abuse	6
Infection Control	4
Care Planning	3
Health and Safety	3
Falls	2
Well-led	2
Caring	1
Death (unexpected and expected)	1
Late/Early Call	1
Neglects and Acts of Omission	1
Self-neglect	1
Tissue Viability	1
Training	1
Total	494

Data Source: ContrOCC.

3.0 Direct payments

3.1 Direct Payments – Number of People Receiving a Service



Data Source: ContrOCC.

No of People Receiving Service in the last 12 months

Year	January	February	March	April	May	June	July	August	September	October	November	December	Total
2022	550												550
2021		517	516	514	522	532	538	547	550	552	550	552	615
Total	550	517	516	514	522	532	538	547	550	552	550	552	619

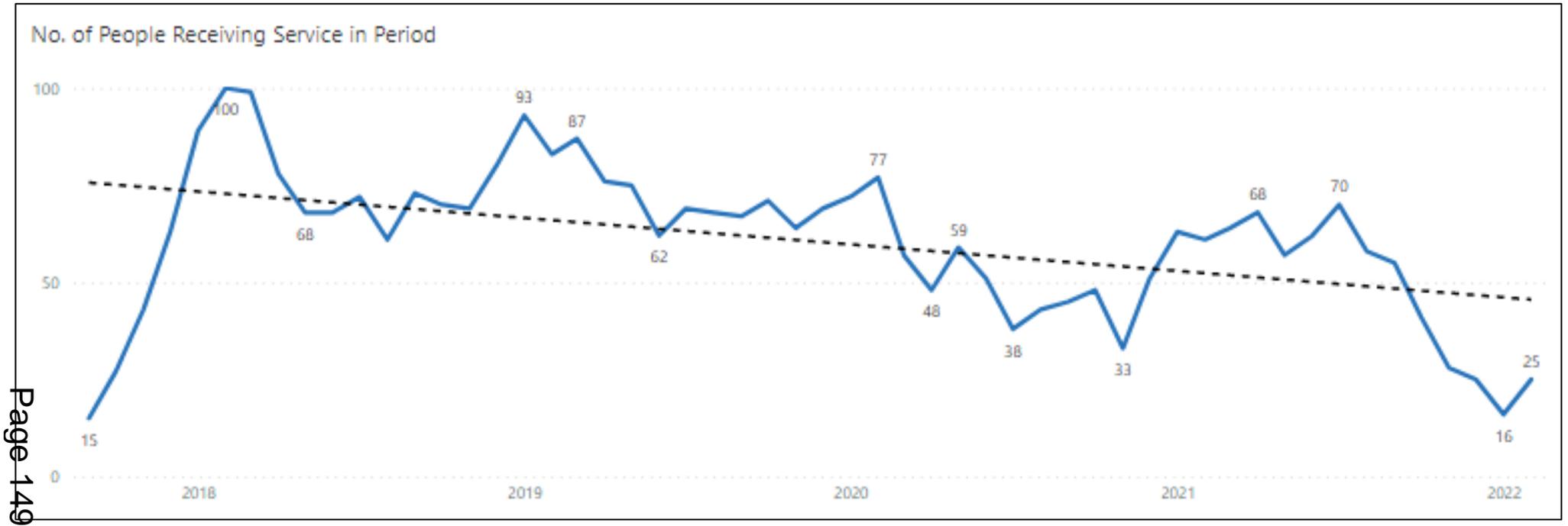
Data Source: ContrOCC.

The chart and table show the number of people receiving a direct payment in the last 12 months. Data is updated monthly. The current number of people receiving direct payments as at 15/02/22 is 542.

There has been an increase in the number of people who arrange their support with a Direct Payment since April 2021. Direct Payments are a good option for people to be more in control of their care and support arrangements and the majority of Direct Payments are now made with a pre-Paid Card. A review is currently being undertaken as well as engagement work to encourage the uptake of Direct Payments.

4.0 Care Market – Block Commitments:

4.1 Transfer to Assessment – Number of People (since September 2017)



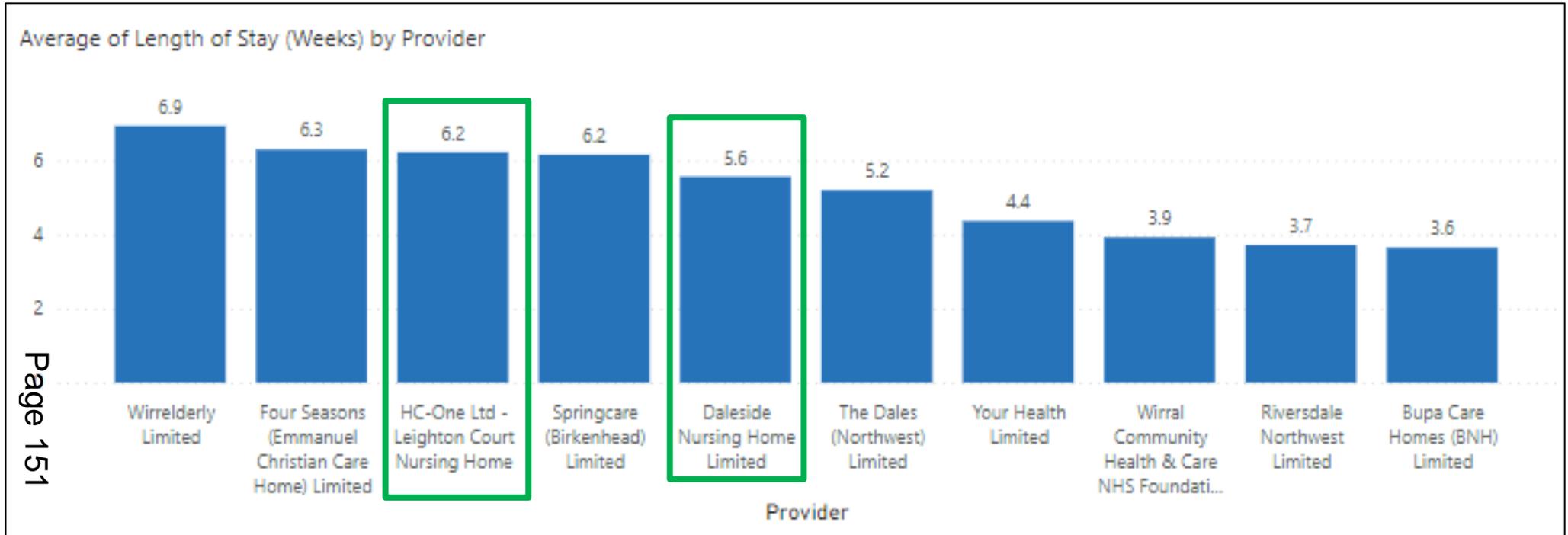
No. of People Receiving Service in Period

Month	2017	2018	2019	2020	2021	2022	Total
January		102	109	88	85	23	23
February		112	101	88	79	32	32
March		110	107	66	82		82
April		93	96	59	84		84
May		79	89	75	72		72
June		82	76	62	77		77
July		82	85	48	84		84
August		79	83	51	73		73
September	22	84	81	53	69		69
October	34	78	83	60	50		50
November	58	82	83	45	34		34
December	79	94	86	71	32		32
Total	79	94	86	71	32	32	32

Data Source: ContrOCC.

These are care home beds commissioned for people being discharged from hospital who need further rehabilitation and recovery.

4.2 Transfer to Assessment / Discharge to Assess (Current) – Average Length of Stay since April 2018



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Data Source: ContrOCC.

Average Length of Stay (Weeks) by Provider

Provider	Average of Length of Stay (Week)
Bupa Care Homes (BNH) Limited	3.64
Daleside Nursing Home Limited	5.56
Four Seasons (Emmanuel Christian Care Home) Limited	6.29
HC-One Ltd - Leighton Court Nursing Home	6.21
Riversdale Northwest Limited	3.71
Springcare (Birkenhead) Limited	6.15
The Dales (Northwest) Limited	5.20
Wirral Community Health & Care NHS Foundation Trust	3.92
Wirrelderly Limited	6.93
Your Health Limited	4.36
Total	5.90

Data Source: ContrOCC.

Average of Length of Stay (Weeks) by Date



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Data Source: Liquid Logic.

Average of Length of Stay (Weeks) by Date

Month	2018	2019	2020	2021	Total
January		5.91	5.92	4.58	5.44
February		6.03	5.24	5.05	5.50
March		5.47	4.93	7.18	5.88
April	4.67	4.98	3.52	5.91	4.82
May	5.33	6.23	4.64	7.17	5.74
June	4.86	7.50	3.31	6.65	5.34
July	5.19	6.56	4.64	7.95	6.05
August	5.53	7.86	4.69	8.35	6.31
September	5.31	5.68	3.98	5.88	5.14
October	10.82	6.33	5.64	8.12	7.85
November	5.96	6.01	8.27	8.62	6.68
December	6.01	7.07	6.52	7.22	6.52
Total	6.00	6.21	5.06	6.46	5.90

Data Source: Liquid Logic.

The average length of stay is shown since April 2018.

4.3 Transfer to Assessment – Vacancy Rate

Table 1 - Actual Bed Days										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Nursing (Covid-19 Block Bed)	41	7	0	0	0	0	0	0	0	0
Residential (Covid-19 Block Bed)	60	9	0	0	0	0	0	0	0	0
Transfer to Assess	2069	2210	2021	2260	2190	2027	1586	831	154	
Discharge to Assess - Residential EMI	0	0	0	0	0	0	7	80	105	
Discharge to Assess - Nursing	0	0	0	0	0	0	130	159	314	
Total	2170	2226	2021	2260	2190	2027	1723	1070	573	

Table 2 - Commissioned Bed Days										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Nursing (Covid-19 Block Bed)	38	7	0	0	0	0	0	0	0	0
Residential (Covid-19 Block Bed)	60	7	0	0	0	0	0	0	0	0
Transfer to Assess	2820	2914	2820	2914	2914	2773	1368	869	112	
Discharge to Assess - Residential EMI	0	0	0	0	0	0	31	221	32	
Discharge to Assess - Nursing	0	0	0	0	0	0	682	660	682	
Total	2918	2928	2820	2914	2914	2773	2081	1750	826	

Table 3 - % Occupancy										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Daleside	45%	63%	65%	73%	61%	54%	67%	49%	100%	
Elderholme	92%	75%	85%	92%	82%	79%	91%	68%	8%	
Grove House	75%	83%	74%	67%	66%	64%				
Leighton Court	83%	81%	70%	81%	87%	95%	85%	63%	67%	
Summerfields	79%	75%	61%	79%	90%	74%	77%	35%		
Windy Knowe Nursing Home	100%	100%								
Total	74%	76%	72%	78%	75%	73%	83%	61%	69%	

No commissioned beds

Data Source: WCFT.

The above information does not reflect the current position in relation to Discharge to Assess commissioned beds at CICC, Daleside and Leighton Court. This will be provided in subsequent reports. The Length of Stay for CICC from September to Current is 4.78 weeks ; Leighton October to current is 4.60 weeks and Daleside October to current is 1.14weeks .

4.4 Short Breaks – Number and Occupancy Levels

Days Occupied in Week, Number of people BY YEAR, MONTH		
Year	Number of people	Days Occupied in Week
<input type="checkbox"/> 2021	683	3,440.00
February	30	146.00
March	41	174.00
April	42	201.00
May	83	412.00
June	64	309.00
July	56	295.00
August	94	443.00
September	66	363.00
October	78	423.00
November	73	379.00
December	56	295.00
<input type="checkbox"/> 2022	61	328.00
January	61	328.00
Total	744	3,768.00

Data Source: ContrOCC and Liquid Logic.

Occupancy Level by Date and Provider		
Date - Week Commencing	Vacancies Rate	Service
17 January 2022	7%	Tree Vale Limited Acorn House
10 January 2022	50%	Tree Vale Limited Acorn House
03 January 2022	50%	Tree Vale Limited Acorn House
27 December 2021	93%	Tree Vale Limited Acorn House
20 December 2021	100%	Tree Vale Limited Acorn House
13 December 2021	14%	Summer Fields
13 December 2021	79%	Tree Vale Limited Acorn House
06 December 2021	71%	Tree Vale Limited Acorn House
29 November 2021	11%	Summer Fields
29 November 2021	50%	Tree Vale Limited Acorn House
22 November 2021	79%	Tree Vale Limited Acorn House
15 November 2021	29%	Tree Vale Limited Acorn House
08 November 2021	43%	Tree Vale Limited Acorn House
01 November 2021	11%	Summer Fields
01 November 2021	43%	Tree Vale Limited Acorn House
25 October 2021	7%	Summer Fields
25 October 2021	7%	Tree Vale Limited Acorn House
18 October 2021	7%	Summer Fields
18 October 2021	100%	Tree Vale Limited Acorn House
11 October 2021	100%	Tree Vale Limited Acorn House
27 September 2021	50%	Tree Vale Limited Acorn House
20 September 2021	6%	Abbeyfield Lear House
20 September 2021	50%	Tree Vale Limited Acorn House
13 September 2021	5%	Abbeyfield Lear House
13 September 2021	50%	Tree Vale Limited Acorn House
06 September 2021	50%	Tree Vale Limited Acorn House
30 August 2021	14%	Tree Vale Limited Acorn House
02 August 2021	29%	Tree Vale Limited Acorn House
26 July 2021	50%	Tree Vale Limited Acorn House
19 July 2021	21%	Tree Vale Limited Acorn House
05 July 2021	36%	Tree Vale Limited Acorn House
28 June 2021	14%	Tree Vale Limited Acorn House
21 June 2021	50%	Tree Vale Limited Acorn House
14 June 2021	93%	Tree Vale Limited Acorn House
07 June 2021	71%	Tree Vale Limited Acorn House
31 May 2021	36%	Tree Vale Limited Acorn House
24 May 2021	50%	Tree Vale Limited Acorn House
17 May 2021	50%	Tree Vale Limited Acorn House
10 May 2021	79%	Tree Vale Limited Acorn House
03 May 2021	100%	Tree Vale Limited Acorn House
26 April 2021	71%	Tree Vale Limited Acorn House
19 April 2021	50%	Tree Vale Limited Acorn House
12 April 2021	50%	Tree Vale Limited Acorn House
05 April 2021	21%	Tree Vale Limited Acorn House
29 March 2021	21%	Tree Vale Limited Acorn House
22 March 2021	50%	Tree Vale Limited Acorn House
15 March 2021	79%	Tree Vale Limited Acorn House
08 March 2021	100%	Tree Vale Limited Acorn House
01 March 2021	100%	Tree Vale Limited Acorn House
22 February 2021	100%	Tree Vale Limited Acorn House
15 February 2021	71%	Tree Vale Limited Acorn House
08 February 2021	29%	Tree Vale Limited Acorn House
14 December 2020	7%	Tree Vale Limited Acorn House
07 December 2020	7%	Tree Vale Limited Acorn House

Data Source: ContrOCC and Liquid Logic.

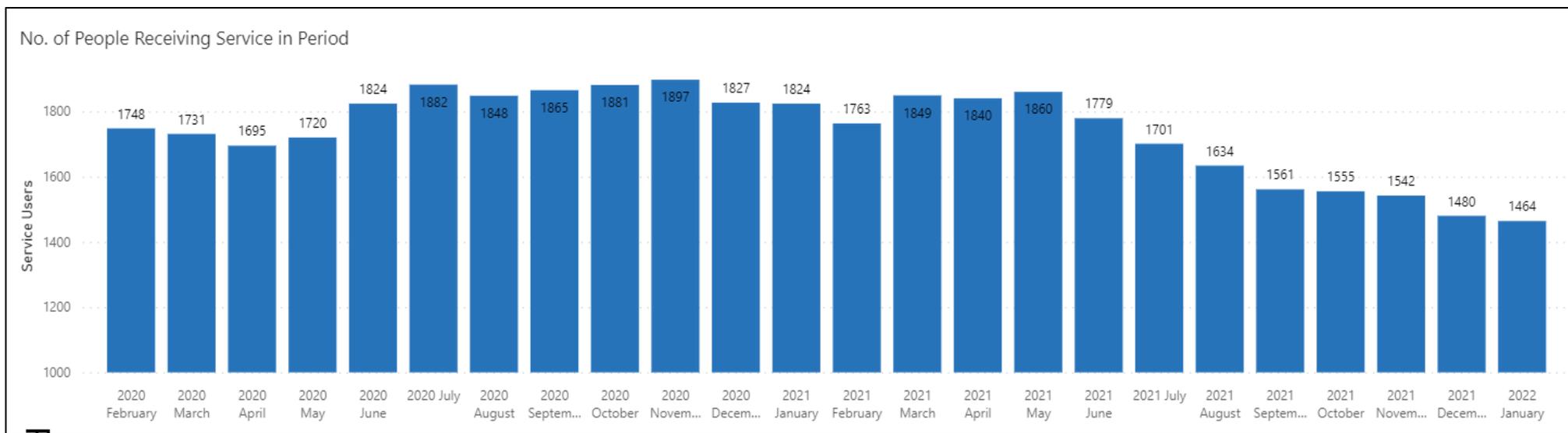
Short Breaks services provide valuable support to people and their carers. It is usual to have fluctuating occupancy levels between short stay bookings.

5.0 Care Market – Domiciliary Care and Reablement

5.1 Domiciliary Care – Number of People and Cost (since 01/04/2019)

No. of People	Actual Cost
7410	£45.49M

Data Source: ContrOCC.

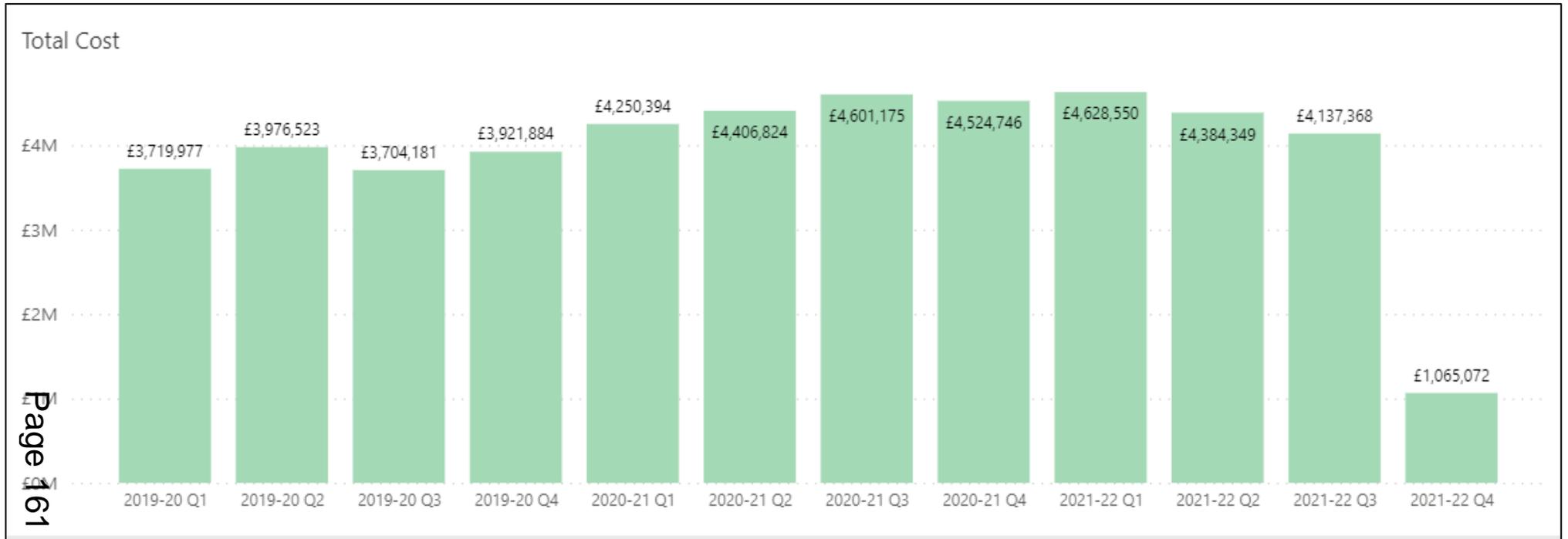


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 Data Source: ContrOCC.

No. of People Receiving Service in Period

Month	2020	2021	2022	Total
January		1824	1464	3760
February	1748	1763		4308
March	1731	1849		4402
April	1695	1840		4441
May	1720	1860		4514
June	1824	1779		4526
July	1882	1701		4497
August	1848	1634		4370
September	1865	1561		4280
October	1881	1555		4194
November	1897	1542		4077
December	1827	1480		3910
Total	3901	3677	1464	5849

Data Source: ContrOCC.



Data Source: ContrOCC.

Cost of Domiciliary Care			
	2019-20	2020-21	2021-22
April	£1,425,046	£1,299,182	£1,405,905
May	£1,147,443	£1,328,678	£1,789,058
June	£1,147,488	£1,622,534	£1,433,586
July	£1,424,710	£1,329,785	£1,411,406
August	£1,137,668	£1,702,419	£1,679,602
September	£1,414,145	£1,374,620	£1,293,341
October	£1,134,852	£1,416,020	£1,294,173
November	£1,155,536	£1,795,230	£1,623,485
December	£1,413,793	£1,389,925	£1,219,710
January	£1,151,264	£1,394,493	£1,065,072
February	£1,160,232	£1,395,593	
March	£1,610,388	£1,734,660	

Data Source: ContrOCC.

The Domiciliary Care Market continues to respond well to high levels of demand. These services support people to remain in their own home and to be as independent as possible, avoiding the need for alternative and more intensive care options. There has been a drop in the number of clients due to the staffing issues that have been and are continuing to impact nationally.

5.2 Domiciliary Care – Locations of People Receiving Domiciliary Care



Data Source: ContrOCC.

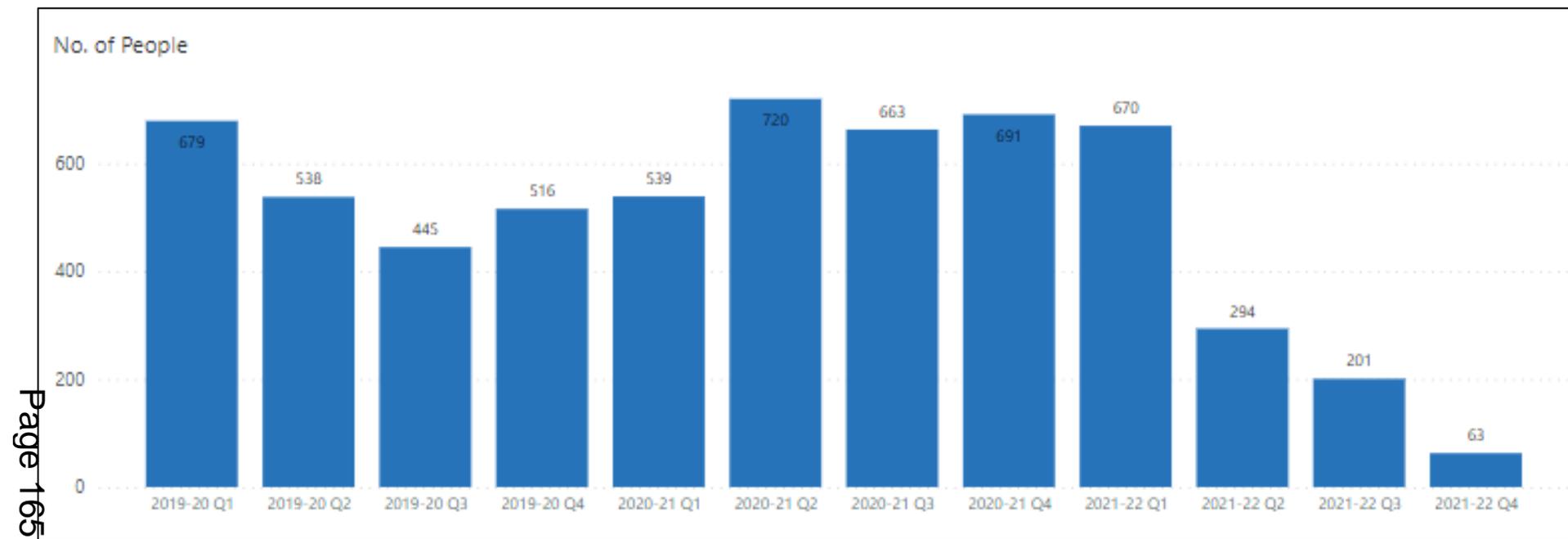
5.3 Reablement – People, Cost and Days (since 01/04/2019):

No. of People	Actual Cost	Average of Length of Stay (...)
4341	£2.24M	23.27

The aim of these services is to ensure that people are supported to regain their optimum independence and mobility following an episode of ill-health. The data is shown from 1 April 2019.

Data Source: ContrOCC.

5.4 Reablement – Number of People



Data Source: ContrOCC.

Number of People in receipt of Reablement Services			
	2019-20	2020-21	2021-22
April	378	172	358
May	333	218	381
June	314	353	260
July	299	355	184
August	219	366	140
September	234	321	85
October	207	323	95
November	221	378	121
December	226	285	81
January	271	311	63
February	258	319	
March	258	379	

Data Source: ContrOCC.

This table shows the number of people receiving Reablement services by month, since April 2019.

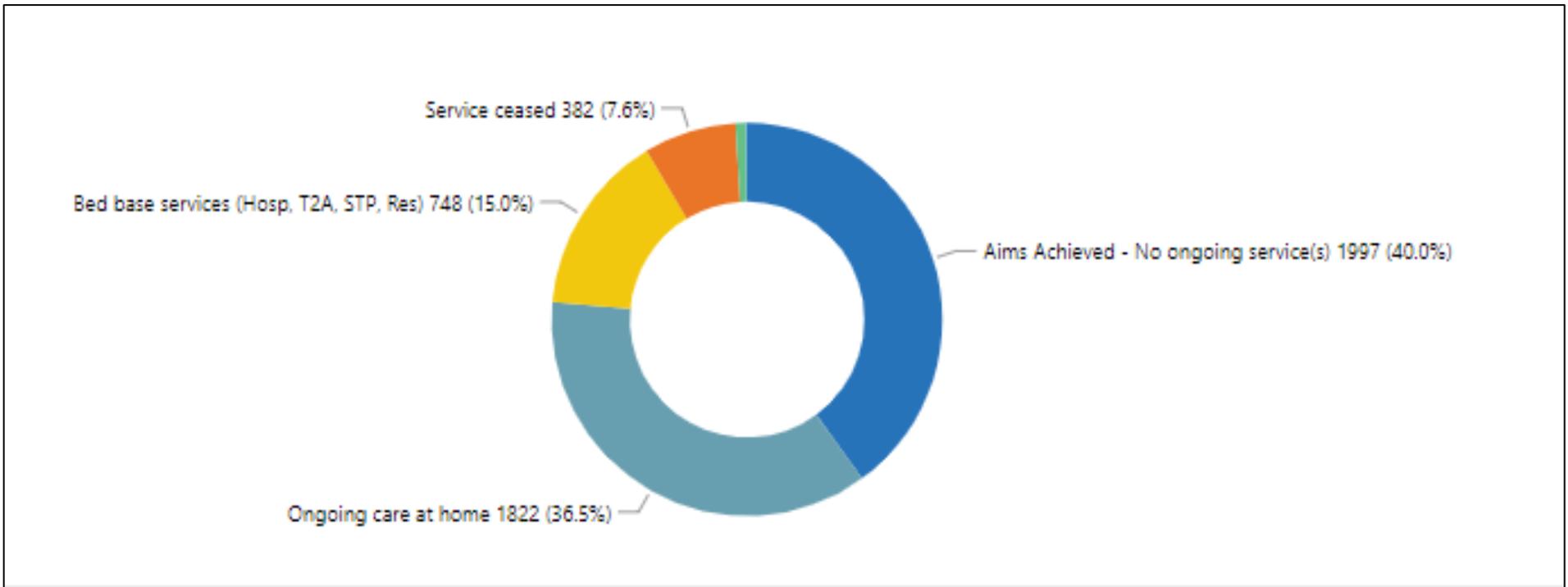


Data Source: ContrOCC.

Cost of Reablement Services			
	2019-20	2020-21	2021-22
April	£105,013	£44,633	£90,508
May	£81,412	£63,083	£124,306
June	£72,810	£110,006	£65,598
July	£73,926	£99,763	£52,718
August	£50,702	£113,362	£39,255
September	£57,393	£87,661	£16,850
October	£45,611	£83,799	£25,039
November	£48,272	£115,144	£34,488
December	£58,180	£82,390	£20,397
January	£56,180	£84,025	£14,218
February	£61,188	£96,013	
March	£62,200	£115,139	

Data Source: ContrOCC.

5.5 Reablement – End Reasons of Care Packages



Reason for End of Service	
Reason for End of Service	No. of People
Aims Achieved - No ongoing service(s)	1997
Ongoing care at home	1822
Bed base services (Hosp, T2A, STP, Res)	748
Service ceased	382
Change to timetabled units	44
	3
Total	4153

Data Source: Liquid Logic.

5.6 Reablement – Length of Stay



Data Source: ContrOCC.

Average of Length of Stay (Days)

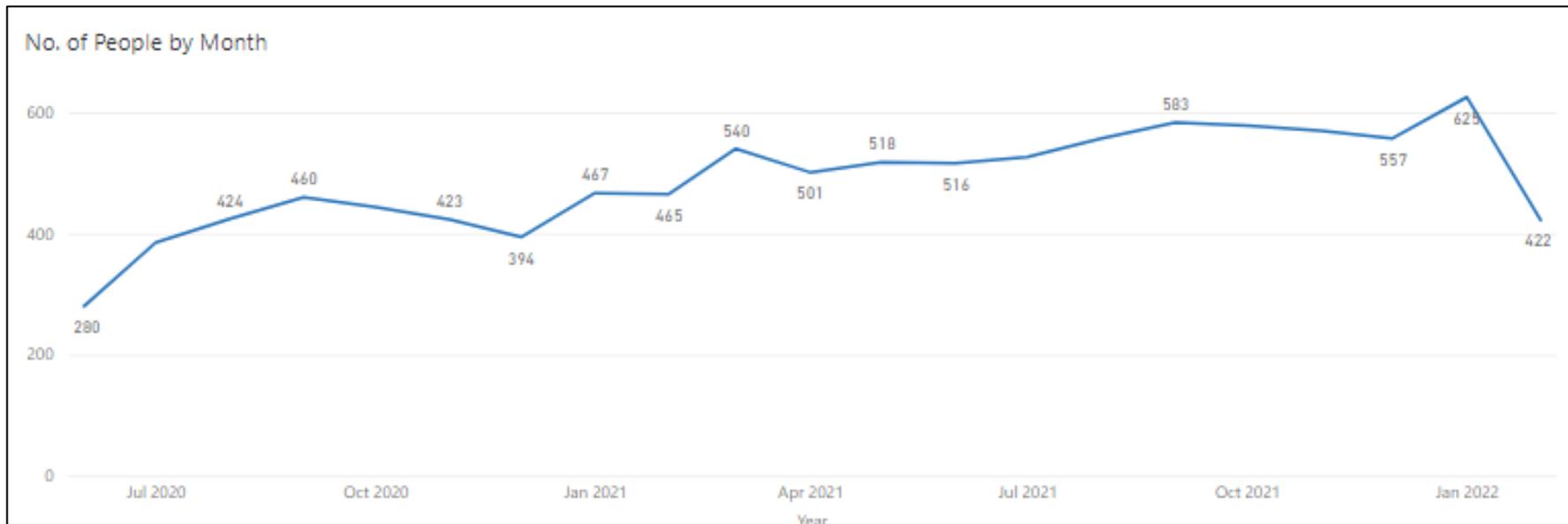
Month	2020	2021	2022	Total
January		16	18	16
February	17	13		15
March	19	14		16
April	10	15		13
May	13	16		15
June	12	18		15
July	15	17		16
August	15	15		15
September	15	15		15
October	15	15		15
November	15	16		15
December	13	17		14
Total	15	15	18	15

Data Source: ContrOCC.

The above table shows the number of people receiving Reablement services since 01/02/2020, month on month.

Reablement services are short term to support people to regain independence and to reduce reliance on longer term care services. The number of clients receiving a service continues to reduce and we are investigating this further. The average length of stay has increased slightly.

5.7 Brokerage – Packages by Number of People and Providers



Data Source: Liquid Logic.

Year	January	February	March	April	May	June	July	August	September	October	November	December	Total
2020						280	385	424	460	444	423	394	2151
2021	467	465	540	501	518	516	526	557	583	578	570	557	3624
2022	625	422											715
Total	1068	867	540	501	518	785	901	963	1030	1007	980	938	5518

Data Source: Liquid Logic.

The previous line chart and table show the number of people matched to home care packages month on month

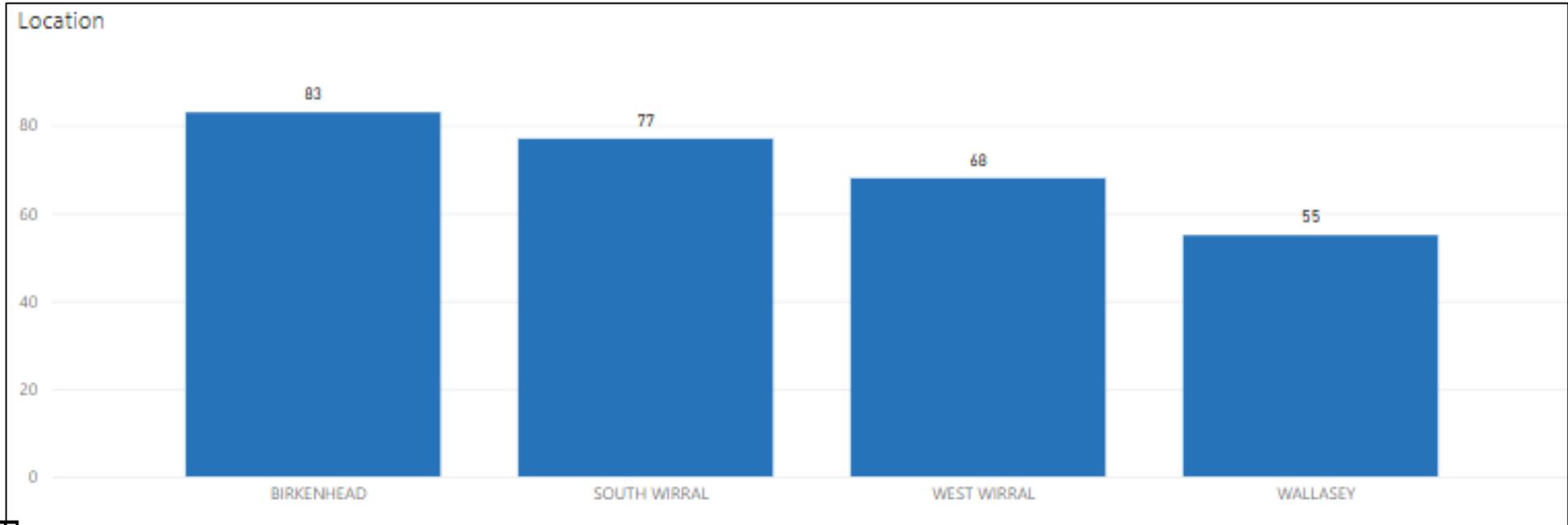
Number of People Waiting for Package

Days Live Group	No. of People
1 to 2 Weeks	47
2 to 3 Weeks	48
48hrs to 1 Week	45
Less than 48hrs	11
Over 3 Weeks	132
Total	283

Average No. of Packages Accepted per Week

77

Data Source: Liquid Logic.



Data Source: Liquid Logic.

Location	
Location	No. of Clients
BIRKENHEAD	83
SOUTH WIRRAL	77
WEST WIRRAL	68
WALLASEY	55
Total	283

Data Source: Liquid Logic.

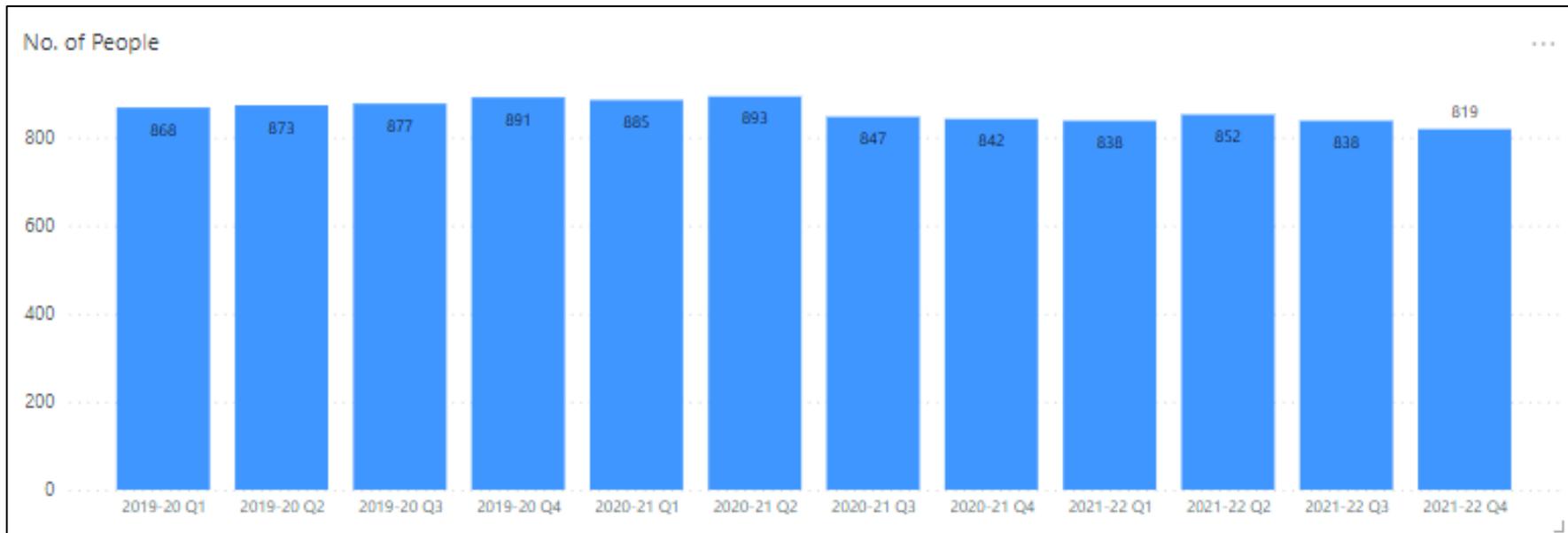
The data shows the high level of activity in the domiciliary care sector and an slight increase in the average no of packages accepted. There has been an increase in numbers of delays in arranging care and support again this is being impacted by staffing shortages.

6.0 Care Market – Specialist (Supported Living)

6.1 Cost (since 01/04/2019)

No. of People	Actual Cost
1164	£99.70M

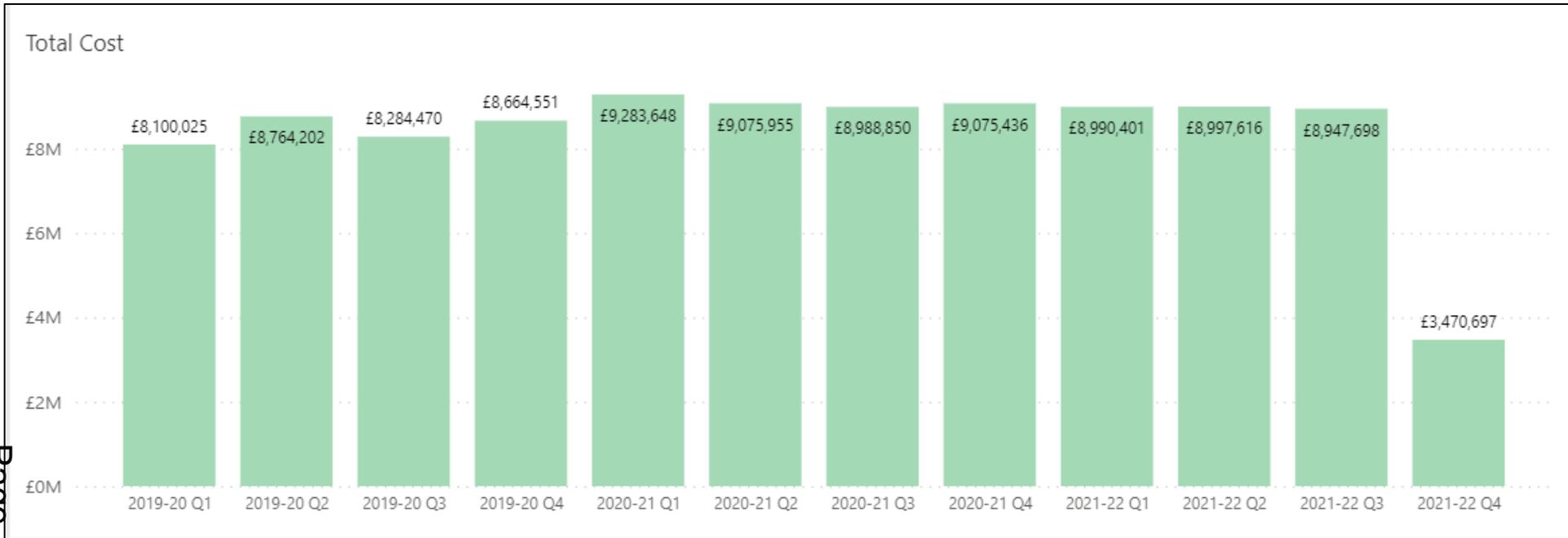
Data Source: ContrOCC.



Data Source: ContrOCC.

Number of People in receipt of Supported Living Services			
	2019-20	2020-21	2021-22
April	846	862	819
May	847	860	824
June	848	863	820
July	850	866	826
August	847	867	830
September	857	818	822
October	857	817	823
November	856	826	827
December	857	827	818
January	861	823	819
February	860	821	
March	874	820	

Data Source: ContrOCC.



Data Source: ContrOCC.

Cost of Supported Living Services			
	2019-20	2020-21	2021-22
April	£3,126,855	£2,879,765	£2,784,140
May	£2,484,603	£2,890,311	£3,453,842
June	£2,488,567	£3,513,572	£2,752,419
July	£3,130,363	£2,850,669	£2,756,364
August	£2,500,557	£3,472,744	£3,465,567
September	£3,133,282	£2,752,542	£2,775,685
October	£2,545,058	£2,731,642	£2,749,574
November	£2,550,053	£3,467,680	£3,457,467
December	£3,189,359	£2,789,528	£2,740,656
January	£2,622,404	£2,786,728	£3,470,697
February	£2,652,207	£2,792,101	
March	£3,389,940	£3,496,608	

Data Source: ContrOCC.

6.2 Supported Living - Number of People (since 01/04/2019)

No. of People

1164



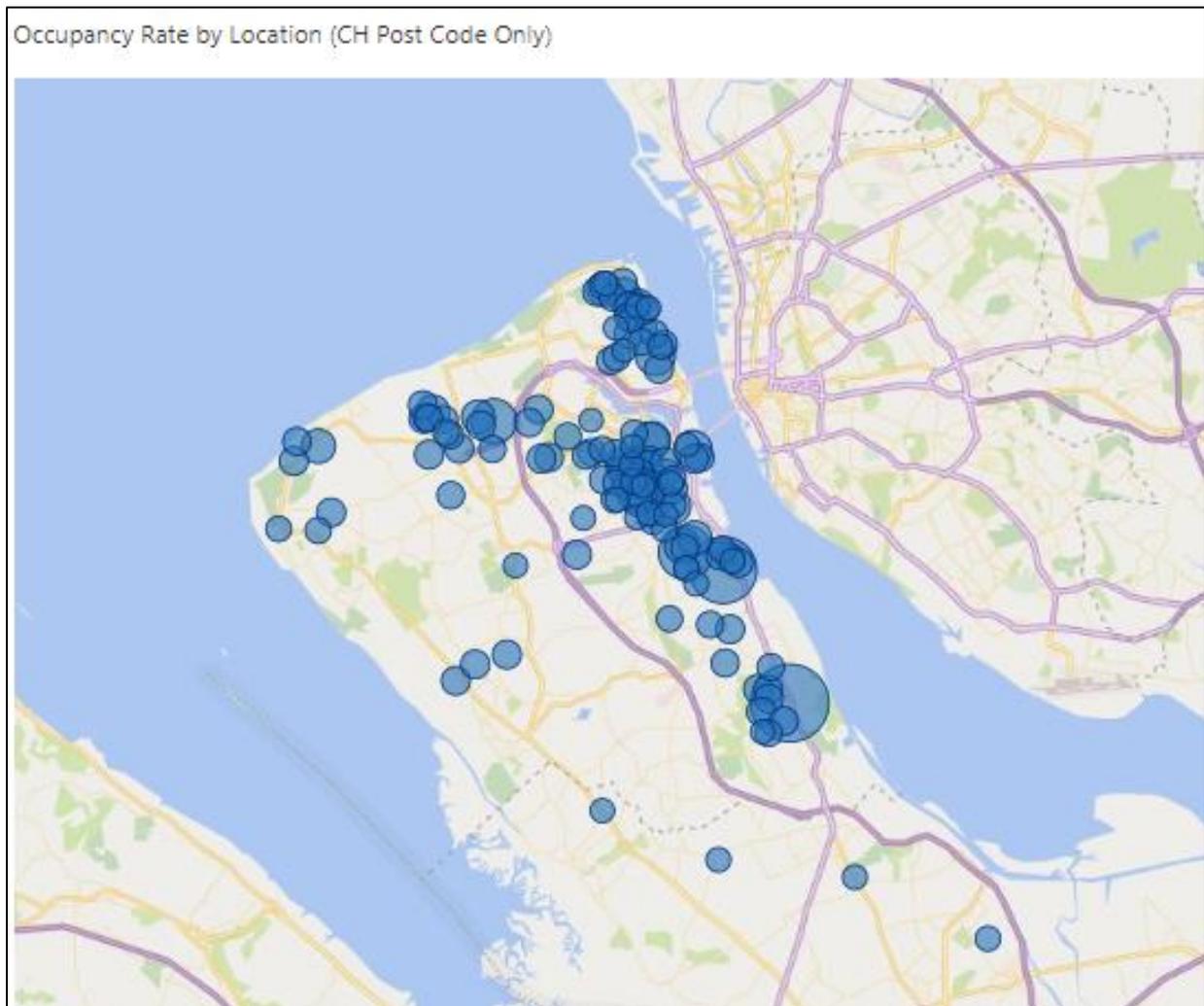
Data Source: ContrOCC.

No. of People Receiving Service in Period					
Month	2019	2020	2021	2022	Total
January		856	818	822	1085
February		850	813	820	1073
March		862	812		984
April	838	851	808		1083
May	842	849	812		1084
June	838	850	809		1078
July	842	860	815		1082
August	839	862	826		1089
September	845	813	828		1094
October	848	812	829		1093
November	854	819	829		1094
December	852	820	821		1090
Total	928	982	921	824	1161

Data Source: ContrOCC.

The above table shows the number of people in supported living accommodation month on month since April 2019

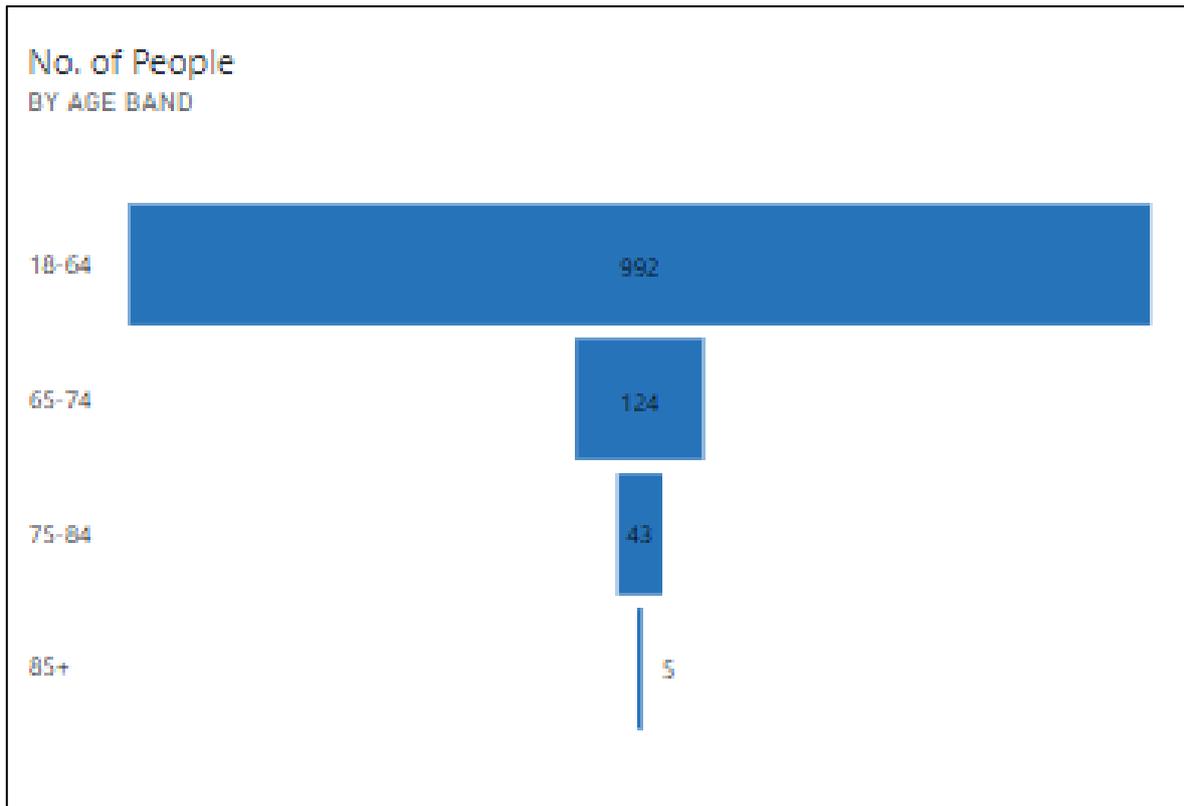
6.3 Supported Living – People Locations



Data Source: ContrOCC.

The above map shows the occupancy rate for Supported Living.

6.4 Supported Living – Demographics



Adults are between 18 and 64.

18-64	992
65-74	124
75-84	43
Over 85	5

Data Source: ContrOCC.

The data shows a slight decrease in the number of people living in Supported Independent Living.

7.0 Cheshire Wirral Partnership

7.1 Key Measures - monitored monthly

No	Description	Green	Amber	Red	Target	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	YTD From Aug	Comments
KPI 1	% of initial contacts through to completion of assessment within 28 days	>=80%	>=70% <=80%	<70%		86%	100%	76%	93%	84%	80%	81%	93%	88%	86%	89%	84%	87.0%	There are 2 people awaiting assessment, which the same as last month. Of the 2 there are 2 with IDS, 0 with Childrens with Disabilities and 0 open with MH.
Total Assessments Completed within 28 Days						12	25	13	13	16	16	13	14	7	6	17	16	168	
Total Completed Assessments						14	25	17	14	19	20	16	15	8	7	19	19	193	
KPI 2	% of safeguarding concerns (Contacts) initiated by CWP within 5 days (exc. EDT)	>=99%	<99% >=95%	<95%		100%	95%	96%	89%	91%	100%	100%	95%	94%	95%	90%	91%	94%	
Total Safeguarding Concerns Completed within 5 Days						45	59	77	47	83	79	26	63	65	86	52	50	732	
Total Safeguarding Concerns Completed						45	62	80	53	91	79	26	66	69	91	58	55	775	
KPI 3	% of safeguarding enquiries concluded within 28 days	>=80%	<80% >=60%	<60%		100%	88%	75%	93%	72%	97%	82%	87%	81%	87%	87%	71%	86%	Currently 22 active enquiries of which 7 have breached the 28 target.
Total Safeguarding Enquiries Completed within 28 Days						11	30	6	27	13	29	14	13	17	26	20	10	216	
Total Safeguarding Enquiries Completed						11	34	8	29	18	30	17	15	21	30	23	14	250	
KPI 4	% of individuals who have had an annual review completed	>= 70%	<70% >= 60%	<60%		75%	76%	63%	69%	69%	69%	65%	67%	67%	69%	68%	68%	68%	There are 8 people who have not been reviewed for 2+ years which is a reduction of 1 from last month.
Forecast Total Reviews						886	894	737	817	814	813	765	789	786	809	794	787	794	
Total Reviews Required						1184	1184	1177	1178	1173	1174	1173	1175	1174	1173	1168	1162	1,168	
KPI 5	% of care packages activated (in Liquidlogic) in advance of service start date (exc. Block services)	>= 65%	<65% >=50%	<50%		38%	40%	26%	33%	38%	54%	32%	27%	46%	23%	35%	35%	35%	
Total number of care packages activated in advance of start date						43	40	30	38	27	51	33	21	49	27	21	29	409	
Total number of care packages activated						112	99	115	114	71	95	102	77	106	119	60	83	1,153	
KPI 6	% of adults with a learning disability who live in their own home or with their family	>88%	<88% >= 80%	<80%		80%	80%	80%	79%	80%	80%	80%	80%	80%	80%	80%	80%	80%	
						445	445	445	410	431	428	435	429	428	428	428	428	5,180	
						556	556	556	518	539	537	542	535	533	533	533	534	6,472	

Data Source: CWP.

8.0 WCFT

8.1 Key Measures - monitored monthly

No	Description	Green	Amber	Red	Target	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	YTD
KPI 1	% of initial contacts through to completion of assessment within 28 days	>=80%	<80% >=70%	<70%	80%	92.9%	91.1%	88.7%	91.3%	87.8%	89.8%	84.7%	84.0%	76.1%	81.7%	82.0%	80.4%	85.3%
Total Assessments Completed within 28 Days						326	346	338	357	316	289	238	236	207	246	214	185	2,626
Total Assessments Completed						351	380	381	391	360	322	281	281	272	301	261	230	3,080
KPI 1a	% of initial contacts through to completion of assessment within 28 days (3 Conversations)	>=80%	<80% >=70%	<70%	80%									61.4%	71.0%	75.0%	73.7%	69.4%
Total Assessments Completed within 28 Days														27	22	30	14	93
Total Assessments Completed (3C's Process)														44	31	40	19	134
KPI 2	% of safeguarding concerns (Contacts) completed within 5 Days	>=99%	<99% >=95%	<95%	99%	98.7%	99.7%	99.7%	99%	99%	99.7%	98.7%	100%	100%	99.7%	99.0%	99.1%	99.3%
Total number of safeguarding concerns completed within 5 days						304	350	351	276	320	313	293	293	303	289	285	224	2,947
Total number of safeguarding concerns completed						308	351	352	279	324	314	297	293	304	290	288	226	2,967
KPI 3	% of safeguarding enquiries concluded within 28 days	>=80%	<80% >=60%	<60%	80%	52%	67%	63%	66%	76%	56%	67%	74%	60%	70%	39%	48%	62%
Enquiries Closed within 28 Days						23	42	33	48	42	38	43	42	34	28	20	23	351
Total Enquiries Closed						44	63	52	73	55	68	64	57	57	40	51	48	565
Total New Enquiries						49	59	68	58	70	74	45	60	68	51	58	40	592

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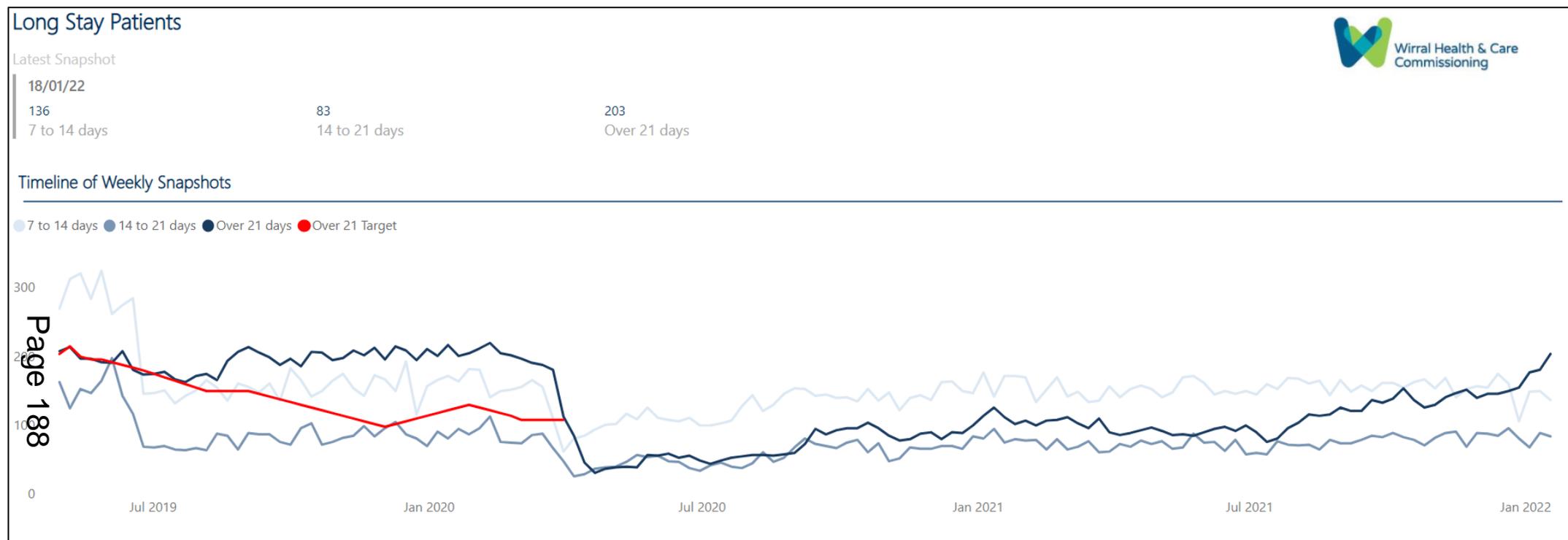
No	Description	Green	Amber	Red	Target	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	YTD
KPI 4	% of individuals who have had an annual review completed	>=70%	<70% >=60%	<60%	70%	61%	60%	60%	60%	60%	55%	55%	55%	54%	55%	55%	54%	54%
Total number of reviews forecast to be completed						3810	3753	3677	3657	3630	3325	3306	3291	3242	3280	3271	3248	3,248
Total number of people in receipt of a long term service on 1st April						6214	6214	6127	6095	6050	6046	6010	6005	5991	5976	5973	5961	5,961
KPI 5	% of care packages activated (in Liquidlogic) in advance of service start date (exc. Block Services)	>=65%	<65% >=50%	<50%	65%	69%	70%	69%	64%	60%	60%	47%	50%	50%				58%
Q3 NW Avg.						616	720	578	585	474	385	368	325	341				3,056
						889	1,035	843	914	789	642	775	653	676				5,292
KPI 6	% of adults with a learning disability who live in their own home or with their family	>=88%	<88% >=70%	<70%	88%	93%	93%	94%	94%	93%	94%	94%	94%	94%	94%	94%	94%	94%
Total number of people aged 18-64 with a learning disability living in their own home or with their family						399	399	376	376	437	443	447	443	451	455	456	454	4,338
Total number of people aged 18-64 with a learning disability in receipt of a long term service during the year						428	427	399	400	468	472	475	473	480	485	485	483	4,620
KPI 7	% of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	>=83%	<83% >=81%	<81%	83%	86.7%	85.5%	80.9%	85.7%	86.9%	80.0%	84.5%	84.4%	91.3%	96.0%	87.0%	87.0%	85.1%
Total number of people at home 91 days post discharged from hospital into a reablement service						65	59	38	42	53	56	49	38	21	24	20	20	361
Total number of people discharged from hospital into a reablement service						75	69	47	49	61	70	58	45	23	25	23	23	424

Data Source: WCFT.

The performance data indicates that people are receiving responsive and timely services. However, there is a decrease in the % of safeguarding enquiries completed within 28 days and the number of people receiving an annual review of their care and support needs remains an unmet target. A review of KPIs associated with the WCFT is currently being undertaken of the impact of this approach.

9.0 Length of Stay Report

9.1 Long Stay Patients:



This analysis measures 7 to 14 days, 14 to 21 days and Over 21 days by period.

- Each of the three series decreased from 04/30/2019 to 01/18/2022, with 7 to 14 days falling the most (49%) and Over 21 days falling the least (1.93%) over that time frame.
- Over 21 days trended upward the most in the final period. On the other hand, 7 to 14 days trended downward the most.
- Of the three series, the strongest relationship was between 14 to 21 days and 7 to 14 days, which had a strong positive correlation, suggesting that as one (14 to 21 days) increases, so does the other (7 to 14 days), or vice versa.

For 14 to 21 days:

- Average 14 to 21 days was 75.18 across all 143 periods.
- The minimum value was 25 (04/07/2020) and the maximum was 197 (06/04/2019).
- 14 to 21 days improved by 49% over the course of the series and ended on a promising note, decreasing in the final period.
- The largest single decline on a percentage basis occurred in 04/07/2020 (-47%). However, the largest single decline on an absolute basis occurred in 06/11/2019 (-55).
- The largest net improvement was from 06/04/2019 to 04/07/2020, when 14 to 21 days improved by 172 (87%). This net improvement was more than two times larger than the overall movement of the entire series.
- 14 to 21 days experienced cyclicity, repeating each cycle about every 47.67 periods. There was also a pattern of smaller cycles that repeated about every 35.75 periods.
- 14 to 21 days had a significant positive peak between 05/07/2019 (124) and 08/06/2019 (63), rising to 197 in 06/04/2019. However, 14 to 21 days had a significant dip between 04/30/2019 (162) and 06/04/2019 (197), falling to 124 in 05/07/2019.
- 14 to 21 days was lower than 7 to 14 days over the entire series, lower by 78.09 on average. 14 to 21 days was less than Over 21 days 93% of the time (lower by 54.08 on average).

Over 21 days:

- Average Over 21 days was 129.26 across all 143 periods.
- Values ranged from 30 (04/21/2020) to 219 (02/11/2020).
- Over 21 days fell by 1.93% over the course of the series but ended with an upward trend, increasing significantly in the final period.
- The largest single decline on a percentage basis occurred in 04/14/2020 (-46%). However, the largest single decline on an absolute basis occurred in 03/31/2020 (-68).
- The largest net decline was from 02/11/2020 to 04/21/2020, when Over 21 days fell by 189 (86%).
- Over 21 days experienced cyclicity, repeating each cycle about every 47.67 periods. There was also a pattern of bigger cycles that repeated about every 71.5 periods.
- Over 21 days had a significant dip between 02/11/2020 and 06/09/2020, starting at 219, falling all the way to 30 at 04/21/2020 and ending slightly higher at 58.
- Over 21 days was most closely correlated with 14 to 21 days, suggesting that as one (Over 21 days) increases, the other (14 to 21 days) generally does too, or vice versa.

- Over 21 days was greater than 14 to 21 days 93% of the time (higher by 54.08 on average).

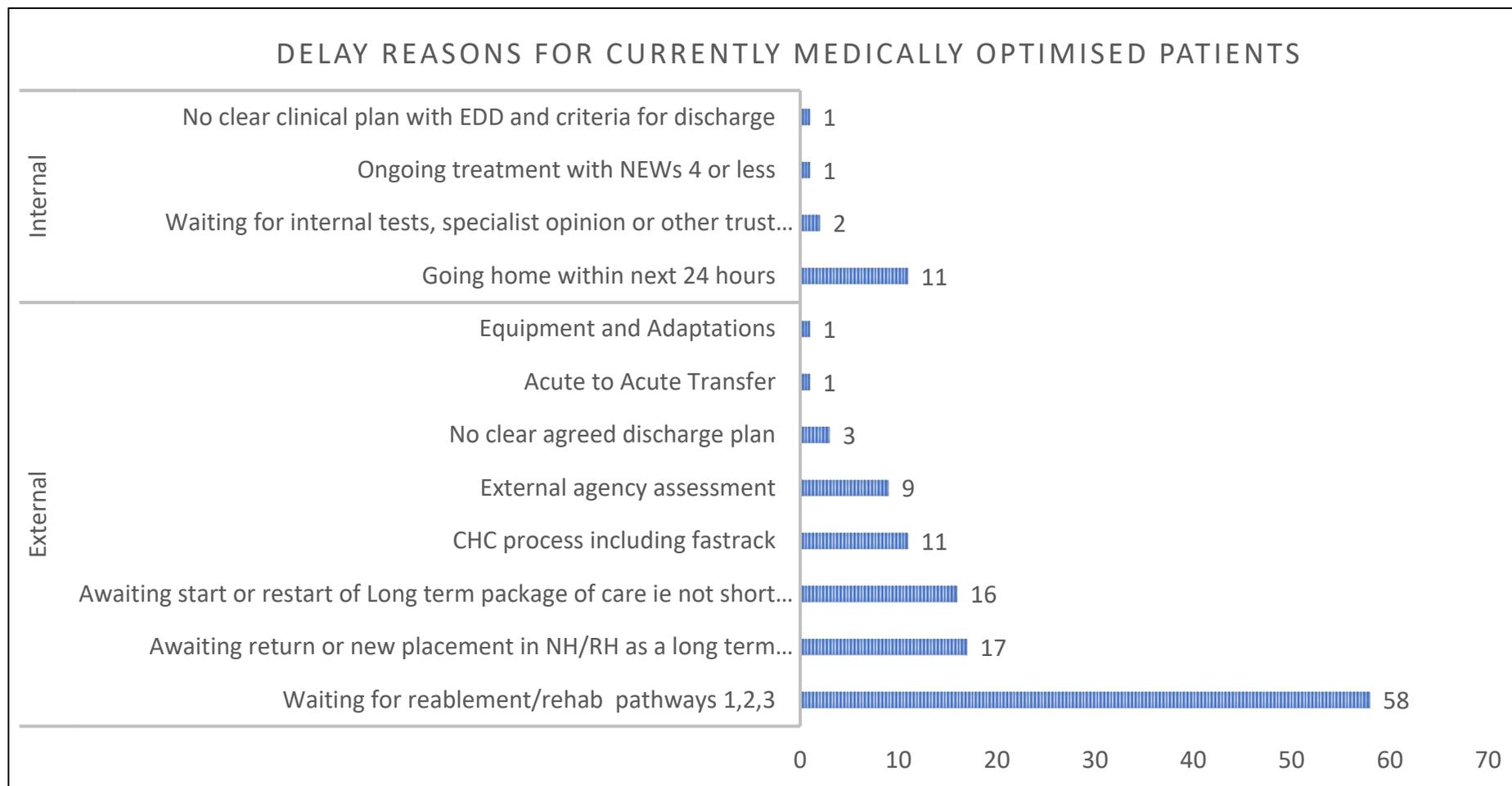
For 7 to 14 days:

- Average 7 to 14 days was 153.27 across all 143 periods.
- The minimum value was 61 (03/31/2020) and the maximum was 324 (05/28/2019).
- 7 to 14 days decreased by 49% over the course of the series and ended on a promising note, decreasing in the final period.
- The largest single decline occurred in 06/25/2019 (-49%).
- The largest net decline was from 05/28/2019 to 03/31/2020, when 7 to 14 days decreased by 263 (81%). This net decline was almost two times larger than the overall movement of the entire series.
- 7 to 14 days experienced cyclicity, repeating each cycle about every 35.75 periods. There was also a pattern of smaller cycles that repeated about every 17.88 periods.
- 7 to 14 days was higher than 14 to 21 days over the entire series, higher by 78.09 on average. 7 to 14 days was greater than Over 21 days 67% of the time (higher by 24.01 on average).

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Data Source: NHS.

9.2 Delay Reasons for Medically Optimised Patients (Sum of 21 days)

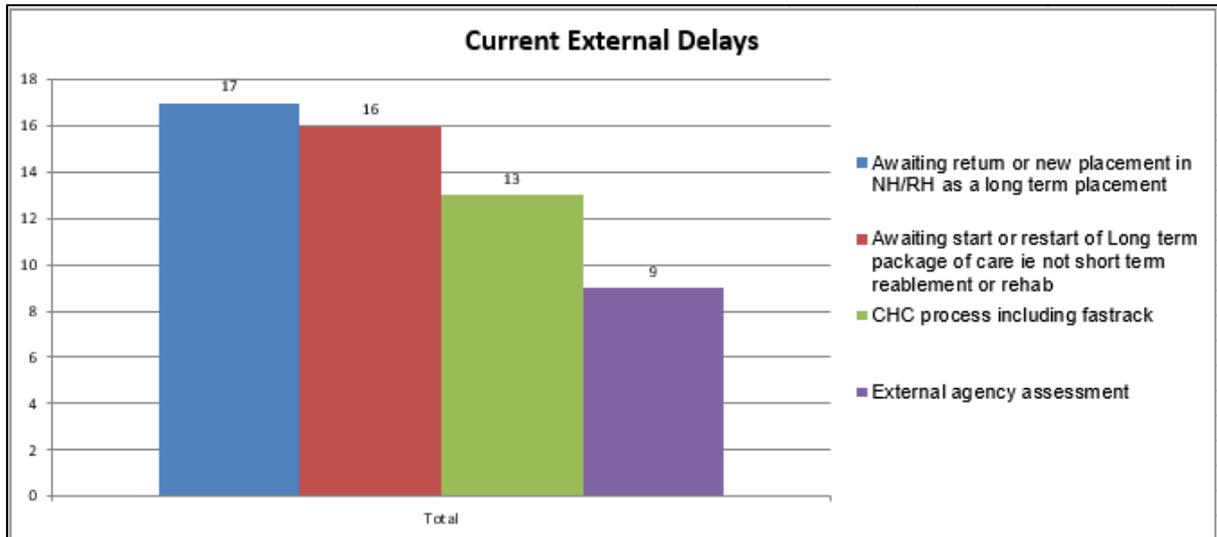


Data Source: NHS as at 08/02/2022

	Sum of Over 21days
External	
Waiting for reablement/rehab pathways 1,2,3	58
Awaiting return or new placement in NH/RH as a long term placement	17
Awaiting start or restart of Long term package of care ie not short term reablement or rehab	16
CHC process including fastrack	11
External agency assessment	9
No clear agreed discharge plan	3
Acute to Acute Transfer	1
Equipment and Adaptations	1
Internal	
Going home within next 24 hours	11
Waiting for internal tests, specialist opinion or other trust controlled intervention or opinion	2
Ongoing treatment with NEWs 4 or less	1
No clear clinical plan with EDD and criteria for discharge	1
Grand Total	131

Data Source: NHS as at 08/02/2022

9.3 Current External Delays



Current External Delays	
Awaiting return or new placement in NH/RH as a long-term placement	17
Awaiting start or restart of Long-term package of care i.e. not short term reablement or rehab	16
CHC process including fastrack	13
External agency assessment	9
Patient Family Choice	2

Data Source: NHS as at 08/02/2022

10.0 Deprivation of Liberty Safeguards (DOLS)

15. SGA10 - Number of DoLS applications received per 100,000 population.**

● Total DoLS applications2 ● Rate per 100,000

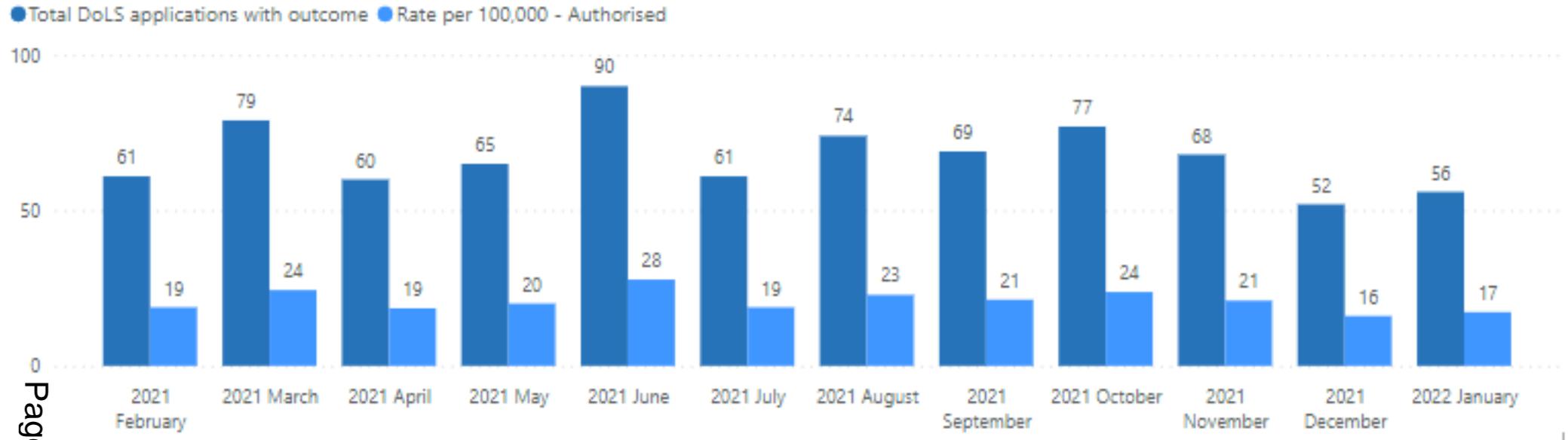


15. SGA10 - Number of DoLS applications received per 100,000 population.**

Quarter	Q1		Q2		Q3		Q4		Total	
Year	Count of applications	Rate per 100,000								
2019	944	291.36	1034	319.14	893	275.62	579	178.70	3450	1,064.81
2020	824	254.32	1067	329.32	1019	314.51	834	257.41	3744	1,155.56
2021	872	269.14	971	299.69	878	270.99	833	257.10	3554	1,096.91
2022							287	88.58	287	88.58
Total	8320	2,567.90	8347	2,576.23	8191	2,528.09	11035	3,405.86	11035	3,405.86

Data Source: Liquid Logic.

16. SGA11 - Number of DoLS applications authorised per 100,000 population**



15. SGA11 - Number of DoLS applications authorised per 100,000 population

Year	Q1		Q2		Q3		Q4		Total	
	Count of applications	Rate per 100,000								
2018										
2019	351	108.33	342	105.56	304	93.83	161	49.69	1158	357.41
2020	232	71.60	374	115.43	321	99.07	222	68.52	1149	354.63
2021	215	66.36	205	63.27	197	60.80	206	63.58	823	254.01
Total	2567	792.28	2421	747.22	2276	702.47	2513	775.62	3130	966.05

Data Source: Liquid Logic.

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ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

Thursday, 3 March 2022

REPORT TITLE:	WIRRAL EVOLUTIONS LIMITED VALUE REVIEW REPORT
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

Wirral Council conducted a Value review between November 2021 and January 2022, following a request initiated at the Adult Social Care and Public Health Committee on 18th January 2021. The objectives of the review used several criteria to determine value for money, which included, economy, efficiency, stakeholder value and achievability. In addition, stakeholder views were gathered from staff, people accessing the service, their families, carers, and charitable bodies, throughout November and December 2021. Both the value for money report and stakeholder value report are included as appendices to this committee report.

Providing services to support adults with a learning disability supports the delivery of the current Wirral Plan 2021-26 ‘Active and Healthy Lives’ theme: “Working for happy, active and healthy lives where people are supported, protected and inspired to live independently.”

The report sets out proposals for the insourcing of the services currently carried out by Wirral Evolutions Limited.

An initial response to the proposals from Wirral Evolutions Limited is included at Appendix 3

This affects all wards. This is a key decision.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to:

- (1) authorise the Director of Care and Health to extend the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited for a limited period not exceeding six months from the 1 April 2022 so as to enable the effective implementation of transition of services currently supplied by the company to the Council.
- (2) approve the transition of services which are currently delivered by Wirral Evolutions Limited to an in-house model of delivery by the Council starting as soon as

reasonably practicable with the intention that those services will be fully transferred back into the Council within six months of the 1 April 2022.

- (3) authorise the Director of Care and Health to terminate or allow to expire the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited as soon as practicable after the complete and effective transfer of services currently supplied by the company to the Council.
- (4) establish a Consultative Board with stakeholder and staff membership tasked with oversight of the provision of personalised day services and opportunities for adults with a wide range of learning and physical disabilities, enabling people who access the service and their representatives to have a greater input into the delivery of the service.
- (5) authorise the Director of Care and Health to make all necessary arrangements to insource the services carried out by Wirral Evolutions Limited.
- (6) recommend to the Shareholder Board that the Director of Law and Governance be authorised to progress the necessary steps to transfer Wirral Evolutions Limited's undertaking to the Council, including the cancellation of the current contract with Wirral Evolutions Limited and to consider all appropriate options for the future deployment or disposal of Wirral Evolutions Limited.
- (7) that the Director of Care and Health provide a further report to a future Adult Social Care and Public Health Committee to update on the service transition arrangements.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Wirral Council has conducted a Value review as to whether the contract for day services for people with learning disabilities currently being delivered by Wirral Evolutions Limited offers sufficient added value to the Council to justify the additional costs of running an arms-length company.
- 1.2 The request for the Value review was initiated at the Adult Social Care and Public Health Committee on 23rd September 2021. In July to August 2021, the Council had commissioned an independent expert to meet with Wirral Evolutions to conduct a detailed assessment and review of the cohesiveness and deliverability of Wirral Evolutions' modernisation plans. The outcome of this external review was that there is an absence of detail in Wirral Evolutions documentation to fully assess the deliverability of the proposed service redesign. The Value review commenced in November 2021 and was concluded in December 2021. The Review used eight criteria: economy, efficiency, effectiveness, equity, strategic value, stakeholder value, social value, and achievability.
- 1.3 The Review was conducted by Officers of the Council and culminated in the publication of a Value Review Report (attached as Appendix 1 to this report). The report concluded that the current operating model does not provide value for money. It was expected, as one of the rationales for its formation, that Wirral Evolutions Limited would grow the business, increase activity, and diversify its customer base, however this has not happened, and Wirral Evolutions Limited remains dependent upon Wirral Council financially, through the Adult Social Care budget. This means that Wirral Council carries all the risk with little or no control of any value for money.
- 1.4 The Value Review Report alongside the Stakeholder Survey analysis also demonstrates that while day services are beneficial for people with learning disabilities, the delivery of the contract does not justify the additional costs of running an arms-length company. If Day Services were brought in-house then there would be an anticipated saving in staffing costs and non-staff costs, including management, support/infrastructure functions, head office costs, supplies and the costs of oversight by Council members via the Shareholder Board and Adult Social Care and Public Health Committee.
- 1.5 Transitioning the service to an in-house provision would also provide the Council with more control over how the service is delivered, improve outcomes for the users of the service and provide greater flexibility on how the service is delivered.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Continue with the current services being delivered by Wirral Evolutions Limited as a wholly owned Council company, and develop a longer-term contractual arrangement, re-basing the contract price to reflect current costs of services plus consideration to be given to validated annual inflationary uplifts. Wirral Evolutions Limited would remain dependent upon Wirral Council financially. This would mean that Wirral Council would carry all the risk with little or no control of any value for money. Wirral

Evolutions Limited has not delivered the service within the agreed contract price in any financial year. This option is not recommended.

- 2.2 Continue with the current services being delivered by Wirral Evolutions Limited as a wholly owned Council company and develop a longer-term contract at the current contract price with significant service modernisation required to reflect a fixed contract price. This option is not recommended for the reasons outlined in 2.1.
- 2.3 Tender the day services contract in the open market. This is not recommended because it is unlikely that this option would provide value for money or deliver the enhance control of the service delivery sought by the Council.
- 2.4 Continue to provide the service through Wirral Evolutions Limited, the “do nothing” option. This is not recommended for the reasons outlined in the Value Review Report.

3.0 BACKGROUND INFORMATION

- 3.1 The contract to provide services to support adults with a learning disability was first awarded to Wirral Evolutions Limited in December 2015 and has been renewed continuously since then, most recently in accordance with the decision of this Committee of the 23 September 2021.
- 3.2 Wirral Evolutions Limited is generally well regarded by people that use its services, carers and staff. This is born out in the Stakeholder Survey attached as appendix 2 to this report. The Value Review is concerned with the cost of running an arms-length company for day services rather than issues with the quality of provision.
- 3.3 In March 2020, the Council commenced a review of the Contract for Day Services for people with a learning disability held by Wirral Evolutions Limited. This review was paused due to the COVID-19 pandemic and resumed in October 2020.
- 3.4 Wirral Evolutions Limited had a saving proposal in 2020 to 2021 that was delayed by COVID-19 and was presented for public consultation alongside the 2021 to 2022 budget proposals. Council Budget proposals include an expected saving on the Annual Budget for Wirral Evolutions Limited of £0.5m for 2021/22
- 3.5 Wirral Evolutions Limited submitted a proposal to the Adult Social Care and Public Health Committee in January 2021 to bring the operating costs back in line with the contract/budget value. In January 2021, the Adult Social Care and Public Health Committee supported recommendations to continue to contract with Wirral Evolutions Limited for the 2021 to 2022 financial year. To deliver services within the contract value Wirral Evolutions Limited submitted a proposal to the Council to reduce the number of buildings from which Day Services are delivered, develop new ways of working, and the restructuring its workforce to make financial savings. These changes were proposed to both bring the service back in line with the contract for Day Services and to focus on developing a more financially sustainable service model.
- 3.6 Wirral Evolutions Limited presented a progress report in June 2021 to Adult Social Care and Public Health Committee and attended a workshop in July 2021. A further

workshop was held by the Council to discuss Wirral Evolutions Limited in September 2021.

- 3.7 From July to August 2021, the Council commissioned an independent expert to meet with Wirral Evolutions Limited to conduct a detailed assessment and carry out an external review of the cohesiveness and deliverability of Wirral Evolutions Limited' modernisation plans. The outcome of this external review was that there is an absence of detail in Wirral Evolutions Limited documentation to fully assess the deliverability of the proposed service redesign.
- 3.8 The Adult Social Care and Public Health Committee requested that the Director of Care and Health bring a further report back to this Committee following the Director undertaking of a Value Review as to whether Wirral Evolutions Limited offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company.
- 3.9 Wirral Evolutions have had an opportunity to consider the content of this report and to provide an initial response. Due to publication deadlines and the potential sensitivity of the conclusions presented within this report Wirral Evolutions have had a very short amount of time to put together their response to the recommendations. The initial response has been included at Appendix 3. This response does raise concerns about the level of detail supporting the recommendations and requests that further work is undertaken.
- 3.10 The Value Review and Stakeholder Survey Analysis detail the structure of the review and the feedback from the stakeholder surveys. In conclusion, the rationale for delivering services via the current delivery model and the added value of such a model to the Council and service users is no longer clear. This is in no way a criticism of the quality of services delivered by Wirral Evolutions Limited, the dedication of its staff and management team nor the commitment of the Board of Directors to service users. The focus of the proposal is a change to the delivery model which aims to sustain and improve services for the Council's service users and safeguard staff, whilst seizing opportunities as they emerge in connection with the health and care transformation agenda.
- 3.11 Wirral Evolutions Limited is generally well regarded by people that use its services, their carers and staff. This is born out in the Stakeholder Survey. The Value review is concerned with the cost of running an arms-length company for day services rather than issues with the quality-of-service provision. Bringing the service currently delivered by Wirral Evolutions Limited in-house will enable a closer correlation between strategy development and operational delivery which will bring additional value to the current delivery arrangements.
- 3.12 Following the Value review of available options, transitioning services in-house is identified as the best means of delivering day care services for adults. Ensuring that people who access the service, parents, carers and other stakeholders are informed and engaged during the transition is absolutely fundamental, to offer them both reassurance and timely information about the proposed changes. Transitioning the service to an in-house provision would also provide the Council with more control

over how the service is delivered, improve outcomes for the users of the service and provide greater flexibility on how the service is delivered.

- 3.13 The Council as shareholder has entered into a Shareholder Agreement with Wirral Evolutions Limited. This shareholder agreement gives the Council effective and complete control over the company.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The current contract value for Wirral Evolutions Limited is £5.015m. All existing Wirral Evolutions Limited staff will be offered the opportunity to TUPE to Wirral Council therefore this contract value, of which approximately 70% relates to staff, will transfer should the service come back into the Council. All non-staffing costs included within the contract value would be expected to remain unchanged
- 4.2 If some staff do not want to transfer and decide to leave Wirral Evolutions Limited, this might lead to a possibility of the Council undertaking a review of the structure of the delivery service in which that person's post sits, which, in turn, may lead to a reduction in cost. Alternatively, should the transfer of the service lead to a review of the structure of parts of the service there is a possibility that this could result in one off cost implications arising from severance payments
- 4.3 Wirral Evolutions Limited makes pension contributions in respect of those employees who are not in the Local Government Pension Scheme (LGPS) to the National Employment Savings Trust (NEST) pension scheme. There are currently 25 staff within the NEST pension scheme. These staff will be brought in line with the LGPS scheme offered to all Council staff. The remainder of the staff within the Wirral Evolutions pension scheme who transferred in 2015 are costed at an LGPS actuarially assessed rate of 21.8%. As the Council's actuarially assessed rate is lower at 17%, this is anticipated to offset any cost implications of aligning the staff from the NEST scheme to the Council scheme. Estimates identify a nominal favourable variance of £20k. The major area of concern would be if this move affected the Council contribution rate. At present no conversations have taken place with Merseyside Pension Fund which administers the LGPS for the Council regarding the possibility of moving the staff onto the Council's lower contribution band. This will need to be explored at the next stage.
- 4.4 All staff terms and conditions will be aligned to those of the Council. This will mean a minor reduction for staff annual leave entitlement and favourable sickness benefit. It is not expected that this will have a significant impact on the cost of the service.

5.0 LEGAL IMPLICATIONS

- 5.1 The Care Act 2014 signified a shift from existing duties on local authorities to provide particular services, to the concept of 'meeting needs' (set out in sections 8 and 18 to 20 of the Act). This is the core legal entitlement for adults to care and support, establishing one clear and consistent set of duties and power for all people who need care and support.
- 5.2 The concept of meeting needs recognises that everyone's needs are different and personal to them. The Council is required to consider how to meet each person's

specific needs rather than simply considering the service into which they will fit. The concept of meeting needs also recognises that modern care and support can be provided in any number of ways, with new models emerging all the time, rather than the previous legislation which focuses primarily on traditional models of residential and domiciliary care.

- 5.3 The trading activities of Wirral Evolutions Limited as a trading vehicle of the Council are governed by various legislation including the Local Authorities (Goods and Services) Act 1970, the Local Government Act 1999, the Local Government Act 2003 and the Localism Act 2011.
- 5.4 The transfer of the existing employees of Wirral Evolutions Limited to the in-house service delivered by the Council would be governed by the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) which regulate the transfer of personnel from the outgoing provider to the incoming provider. TUPE stipulates that all terms and conditions of employment (apart from existing pension rights) in force immediately prior to the transfer, are protected as is continuity of employment for the transferring employees.
- 5.5 Compliance will be required with the Companies Act 2006 in terms of the closure of Wirral Evolutions Limited as a trading entity, its dissolution and/or reclassification of as a dormant company.
- 5.6 The Council engages with Wirral Evolutions Limited in 4 main ways: -
 - a) as Commissioner of the contract for the provision of adult day care services.
 - b) as landlord of delivery and headquarters buildings used by Wirral Evolutions Limited.
 - c) as provider of background (traded) services such as HR, Data Protection, Procurement, ITC and Legal; and
 - d) as shareholder/owner of the company.

Agreement to the matters set out in the Recommendations set out in this Report will: -

- a) sanction the termination of the contract for the provision of adult day care services.
 - b) sanction the acceptance of a surrender of the premises leases.
 - c) sanction the cessation of delivery support services to Wirral Evolutions Limited.
 - d) alert Shareholder Board to the impending redundancy of Wirral Evolutions Limited; and
 - e) enable all appropriate officers to make relevant provision to implement the recommendations and Shareholder Board to make appropriate provision for the onward deployment/disposal of Wirral Evolutions Limited.
- 5.7 The Council as Shareholder has entered into a Shareholder Agreement with Wirral Evolutions Limited. Wirral Evolutions Limited has ongoing supply contracts with miscellaneous providers of goods and services The Shareholder Agreement gives the Council effective and complete control over the company including all steps necessary to effectively transfer the undertaking of Wirral Evolutions Limited to the Council.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Council provides a variety of services to Wirral Evolutions Limited under service level agreements. It is envisaged that similar services and equipment will be required by an in-house service and any surplus or shortage will be insignificant.
- 6.2 TUPE will require the transfer of all eligible staff. Existing non-executive directors do not have contracts of employment and whilst they may seek compensation for loss of office, they are not employees and should not be entitled to any severance compensation under the terms of their service agreements.
- 6.3 Employees of Wirral Evolutions Limited, who are identified as 'in scope' will transfer from the employment of Wirral Evolutions Limited to the Council on a date to be appointed on their existing terms and conditions. As a general rule, variations to the terms and conditions of transferred employees are not permitted under TUPE. The purpose of TUPE is to protect employees' rights and ensure they do not suffer a detriment as a result a transfer. However, provided the transferring employees agree to move on to the Council's terms and conditions and the changes are entirely beneficial from the employees' perspective then the Council should be able to vary their contracts.
- 6.4 Formal consultation with the staff of Wirral Evolutions Limited will take place at the appropriate time. Relevant trades union will be briefed and actively engaged throughout.

7.0 RELEVANT RISKS

- 7.1 The risks of continued budget challenges under the present arrangements would be reduced if the recommendations of this report were accepted.
- 7.2 There is no risk that the Council will fail in its statutory duty to meet needs of people requiring services due to the contents and recommendations in this report
- 7.3 There is the potential for reputational risk to the Council if stakeholders are not adequately consulted on the proposed changes. A formal consultation will be required if the proposal is accepted which will mitigate this risk.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Three stakeholder surveys have taken place to consider the views of staff, people who access the service, their families, carers and charitable bodies. The results of this work have been pulled together into the Stakeholder Survey Analysis to create a specific report relating to stakeholder value.
- 8.2 Formal consultation will be required if Members support the recommendations included in the report
- 8.3 Consultation with the Trades Union will be required on the TUPE transfer.

8.4 The Council has engaged with Wirral Evolutions Limited and their initial response to the recommendations has been attached in appendix 3.

9.0 EQUALITY IMPLICATIONS

9.1 None of the proposed recommendations will result in the services currently being provided, being removed.

9.2 An Equality Impact Assessment has been completed and is available via the following link: [Equality Impact Assessments since January 2021 | www.wirral.gov.uk](https://www.wirral.gov.uk/equality-impact-assessments)

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The content and/or recommendations contained within this report are expected to have no impact on emissions of greenhouse gases.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Services are provided for people with a learning disability, and these provide opportunities for local employment for people.

11.2 Learning disability day services support resilient local communities, through enabling greater independence and engaging the local community in supporting people.

11.3 Partners and providers who work closely to support people with a learning disability have requirements to meet in relation to protecting the environment, minimising waste and energy consumption and using other resources efficiently, within providers' own organisations and within their supply chain.

11.4 It is not anticipated that the content and/or recommendations contained within this report are expected to have any negative impact on Community Wealth.

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APPENDICES

Appendix 1 Value for Money report
Appendix 2 Stakeholder Survey Analysis
Appendix 3 Wirral Evolutions Limited Initial Response

BACKGROUND PAPERS

Workshops in July and September 2021
Wirral Evolutions Plan for Service Modernisation 18 August 201

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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Adult Social Care and Public Health Committee: Wirral Evolutions Limited	18/01/2021
Adult Social Care and Public Health Committee: Wirral Evolutions Limited Ltd: Progress Update Against Approved Savings Proposal	07/06/2021
Adult Social Care and Public Health Committee: Review of Day Services Contract for People with a Learning Disability Delivered by Wirral Evolutions Limited Ltd	23/9/2021
Health and Wellbeing Board	13/11/2019

Value for Money Review

Name:	Value for Money Review
Programme/Project Sponsor:	Graham Hodgkinson, Director for Care and Health
Senior Business Lead	Jason Oxley, Assistant Director Care and Health, and Commissioning for People
Project Board:	Review of Day Services Contract for People with a Learning Disability
Financial Accountant:	Alan Hanna, Christopher Crawford
Legal Lead:	Steven Krempel
Date of consideration by Adult Social Care and Health Committee	March 2022

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1.0 Executive Summary

1.1 Key Observations

The Council as shareholder has entered into a shareholder agreement with Wirral Evolutions Limited. This shareholder agreement gives the Council effective and complete control over the company. Wirral Evolutions is generally well regarded by people that use its services, carers and staff. This is born out in the stakeholder survey. The Value for Money review is concerned with the cost of running an arms-length company for day services rather than issues with the quality of provision.

Wirral Evolutions had a saving proposal in 2020 to 2021 that was delayed by COVID-19 and was presented for public consultation alongside the 2021 to 2022 budget proposals. Council Budget proposals include an expected saving on the Annual Budget for Wirral Evolutions of £0.5m for 2021/22. The number of people using Wirral Evolutions services has reduced by approximately 25%, whilst the cost has not reflected this reduction. The cost of supporting those people who formally were supported by Wirral Evolutions has mostly been picked up by the Council funding alternative care packages.

Wirral Evolutions submitted a proposal to the Adult Social Care and Public Health Committee in January 2021 to bring the operating costs back in line with the contract/budget value. In January 2021, the Adult Social Care and Public Health Committee supported recommendations to continue to contract with Wirral Evolutions for the 2021 to 2022 financial year.

In July to August 2021, the Council commissioned an independent expert to meet with Wirral Evolutions to conduct a detailed assessment and review of the cohesiveness and deliverability of Wirral Evolutions' modernisation plans. The outcome of this external review was that there is an absence of detail in Wirral Evolutions documentation to fully assess the deliverability of the proposed service redesign.

Wirral Evolutions faces a budget pressure due to the transition into a new proposed structure. Any shortfall in the achievement of the £0.5m savings target in this financial year, will be met from the Social Care Grant. This will be made available to Adult Social Care and Public Health Committee through an increase in the budget to meet the additional pressure during 2021.

Wirral Council conducted a Value for Money Review between November 2021 and January 2022, following a request initiated at the Adults Social Care and Public Health Committee on 23 September 2021. The objectives of the review used several criteria to determine value for money, which included, economy, efficiency, stakeholder value and achievability. In addition, stakeholder views were gathered from staff, people accessing the service, and families, carers, and charitable bodies, throughout November and December 2021. Both the value for money report and stakeholder value report are included as appendices to this committee report.

The objectives of the value for money review are set out in the main report (Strategic Value section) and include:

- Does Wirral Evolutions provide sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company?
- What is the cost comparison of running an arm's length company compared to an inhouse service?

- What are the benefits and disadvantages of having a local authority trading company delivering Day Services, compared to the Council delivering day services direct?
- Does the current operating model provide value for money for Wirral Council?
- What are the costs of running Wirral Evolutions as a Local Authority Trading Company compared to delivering the service direct?
- Wirral Evolutions will be assessed in 8 areas to measure whether Wirral Evolutions offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company.

Wirral Evolutions Ltd was incorporated in 2015 as a private company limited by shares and trading as a Local Authority Trading Company (LATCo) to provide personalised day services and opportunities for adults with a wide range of learning and physical disabilities. Wirral Evolutions has not secured any other block contract over the past six years, and its only significant customer is Wirral Council. There was an expectation that when Wirral Evolutions was established it would grow the business, increase activity, and diversify its customer base, so that it wasn't solely depending on the Council funding to enable it to be financially sustainable.

1.2 Conclusions

This Value for Money report alongside Stakeholder Survey analysis demonstrates that while day services are beneficial for people with learning disabilities, the delivery of the contract does not justify the additional costs of running an arms-length company. During the length of the contract (2015 – present) the additional amount of money provided equals 49.9% of the original contract price. For context, the national inflation within this period was 8.6%. The annual cost pressures/cost envelope equates to 10% of the agreed contract price of £5.015m and Wirral Evolutions have not proactively addressed this position, despite an approximate 25% reduction in people accessing the services in the period to November 2021 (314 compared to 410). Whilst caution should be applied to one year's data, particularly given the situation with Covid 19, it does not demonstrate value for money for Wirral Council.

If Day Services were brought in-house there would be efficiencies made from staffing costs and some non-staff costs. For example, management restructure, support/infrastructure functions, head office costs, supplies etc. Efficiencies would be seen by way of other inhouse departments taking on/continuing roles such as HR, payroll, IT etc. If the service was brought in-house, then there would also be potential savings because of the removal of the Wirral Evolutions Board and senior hierarchy.

These roles could potentially be amalgamated/absorbed within Wirral Health and Care Commissioning, for example Contracts and Quality Assurance.

It should be noted however that there are likely to be costs incurred in the initial transfer stage, particularly senior management costs, to ensure the smooth transfer of the service to the Council. Providing the service in-house would require a dismantling of the existing oversight arrangements and a decision would be needed if this can be incorporated into existing Council oversight arrangements.

The Value for Money report provides a number of comparisons between an inhouse model and a Local Authority Trading Company (LATCo) model (section 17). This section is written in a way that it allows the reader to immediately see the advantages and disadvantages.

The Value for Money Report suggests that the current operating model does not provide value for money. It was expected that Wirral Evolutions would grow the business, increase activity, and diversify its customer base, however this has not happened, and Wirral Evolutions remains

dependent upon Wirral Council financially. This means that Wirral Council carries all the risk with little or no control of any value for money. Wirral Evolutions have not delivered the service within the agreed contract price in any financial year. From a quality assurance and contractual perspective, Wirral Evolutions have not proactively sought clear business growth opportunities and driven social value within Wirral. The stakeholder survey analysis provides that the day services offered tend to be predominantly building based and lack innovation and clear outcomes/goals for the people who access their services, their families, and carers.

If the service was delivered inhouse then it would be reasonable to consider a reduction in Wirral Council officer time, however as this data is not recorded the report cannot quantify or put a monetary value against this. It should be recognised that initially and immediately post-implementation and integration of the service under Wirral Council, there is potential for there to be a significant demand on some officers, until Wirral Evolutions are fully integrated as a Wirral Council service. There would be an expected reduction in Wirral Council officer time over time.

1.3 Recommendations

After an in-depth Value for Money Review the following recommendations should be made to the Adults Social care and Public Health Committee:

- (1) authorise the Director of Care and Health to extend the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited for a limited period not exceeding six months from the 1 April 2022 so as to enable the effective implementation transition of services currently supplied by the company to the Council.
- (2) approve the transition of services which are currently delivered by Wirral Evolutions Limited to an in-house model of delivery by the Council starting as soon as reasonably practicable with the intention that those services will be fully transferred back into the Council within six months of the 1 April 2022.
- (3) authorise the Director of Care and Health to terminate or allow to expire the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited as soon as practicable after the complete and effective transfer of services currently supplied by the company to the Council.
- (4) establish a Consultative Board with stakeholder and staff membership tasked with oversight of the provision of personalised day services and opportunities for adults with a wide range of learning and physical disabilities, enabling people who access the service and their representatives to have a greater input into the delivery of the service.
- (5) authorise the Director of Care and Health to make all necessary arrangements to insource the services carried out by Wirral Evolutions Limited.
- (6) recommend to the Shareholder Board that the Director of Law and Governance be authorised to progress the necessary steps to transfer Wirral Evolutions Limited's undertaking to the Council, including the cancellation of the current contract with Wirral Evolutions Limited and to consider all appropriate options for the future deployment or disposal of Wirral Evolutions Limited.
- (7) that the Director of Care and Health provide a further report to a future Adult Social Care and Public Health Committee to update on the service transition arrangements

2.0 Background Information

In March 2020, the Council commenced a review of the Contract for Day Services for people with a learning disability held by Wirral Evolutions. This review was paused due to the COVID-19 pandemic and resumed in October 2020.

Wirral Evolutions had a saving proposal in 2020 to 2021 that was delayed by COVID-19 and was presented for public consultation alongside the 2021 to 2022 budget proposals. Council Budget proposals include an expected saving on the Annual Budget for Wirral Evolutions of £0.5m for 2021/22

Wirral Evolutions submitted a proposal to the Adult Social Care and Public Health Committee in January 2021 to bring the operating costs back in line with the contract/budget value. In January 2021, the Adult Social Care and Public Health Committee supported recommendations to continue to contract with Wirral Evolutions for the 2021 to 2022 financial year. To deliver services within the contract value, Wirral Evolutions submitted a proposal to the Council to reduce the number of buildings from which Day Services are delivered, develop new ways of working, and restructure its workforce to make financial savings. These changes were proposed to both bring the service back in line with the contract for Day Services and to focus on developing a more financially sustainable service model.

Wirral Evolutions presented a progress report in June 2021 to Adult Social Care and Public Health Committee and attended a workshop in July 2021. A further workshop was held by the Council to discuss Wirral Evolutions in September 2021.

From July to August 2021, the Council commissioned an independent expert to meet with Wirral Evolutions to conduct a detailed assessment and review of the cohesiveness and deliverability of Wirral Evolutions' modernisation plans. The outcome of this external review was that there is an absence of detail in Wirral Evolutions documentation to fully assess the deliverability of the proposed service redesign.

The Adult Social Care and Public Health Committee requested that the Director of Care and Health bring a further report back to this Committee following the Director undertaking a Value for Money review as to whether Wirral Evolutions offers sufficient added value to the Council. This was in relation to the delivery of the contract for day services for people with learning disabilities, to justify the additional costs of running an arms-length company.

Any shortfall in the achievement of the £0.5m savings target in this financial year, will be met from the Social Care Grant. This will be made available to Adult Social Care and Public Health Committee through an increase in the budget to meet the additional pressure during 2021/2022

3.0 Scope of the Value for Money Review

Wirral Council has conducted a Value for Money Review as to whether Wirral Evolutions offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company.

The request for the Value for Money Review was initiated at the Adults Social Care and Public Health Committee on 23rd September 2021. The Review was completed in November and December 2021.

It has been acknowledged that further work would have been beneficial to assess the suitability of assets used by Wirral Evolutions in line with any proposed service delivery changes.

A report will be presented to the Adults Social Care and Public Health Committee on 3rd March 2022 with the outcome of the review.

4.0 Objectives of the Review

Wirral Council used eight criteria as detailed below for the Value for Money Review being conducted on Wirral Evolutions. The below criteria are typically found in a Value for Money Assessment/Review and was used as a guide for this review being conducted in November/December 2021.

1. Economy
2. Efficiency
3. Effectiveness
4. Equity
5. Strategic Value
6. Stakeholder Value
7. Social Value
8. Achievability

The objectives of the value for money report:

- Does Wirral Evolutions provide sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company?
- What is the cost comparison of running an arm's length company compared to an inhouse service?
- What are the benefits and disadvantages of having a local authority trading company delivering Day Services, compared to the Council delivering day services direct?
- Does the current operating model provide value for money for Wirral Council?
- What are the costs of running Wirral Evolutions as a Local Authority Trading Company compared to delivering the service direct?
- Wirral Evolutions will be assessed in 8 areas to measure whether Wirral Evolutions offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities, to justify the additional costs of running an arms-length company.

5.0 Definitions of Value for Money

The Council's review is guided by the terms detailed below relating to the general definition of Value for Money:

- Value for Money describes general principles governing good planning, procurement, and management.
- Value for Money is a judgment about the optional use of public resources to achieve stated objectives.
- Value for Money is about obtaining the maximum benefit with the resources available.
- Value for Money is not about achieving the lowest price; it is about achieving the optimum combination of costs and quality.

- Value for Money is based not only on the purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase.
- Value for Money is a balanced judgment based on the benefits and costs ratio which brings together social costs and benefits including public sector costs over the entire life of the contract.
- Value for Money examines whether an organisation has obtained economy, efficiency, and effectiveness in using public funds.
- To help achieve Value for Money, services should be acquired by competition unless there are convincing reasons not to do so.
- Value for Money, in general, refers to an explicit commitment to ensure an organisation achieves the best results possible obtained for the funds utilised.

6.0 Wirral Evolutions Limited

Wirral Evolutions Limited was incorporated in 2015 as a private company limited by shares and trading as a Local Authority Trading Company (LATCo) to provide personalised day services and opportunities for adults with a wide range of learning and physical disabilities. The Council previously delivered Day Services to People with Learning Disability in-house until Wirral Evolutions Limited was created and awarded the contract on 1st December 2015; the staff then transferred from the Council to Wirral Evolutions Limited. It should be noted that there are no concerns about the quality of service delivered by Wirral Evolutions Limited. Wirral Evolutions Limited has not secured any other block contract over the past six years, and its only significant customer is Wirral Council. There was an expectation that when Wirral Evolutions Limited was established it would grow the business, increase activity, and diversify its customer base, so that it wasn't solely depending on the Council funding to enable it to be financially sustainable.

Wirral Evolutions Ltd has delivered the contract for six years, and costs have continued to increase, and therefore the Council is reviewing whether the service should stay in the same format, or be delivered inhouse, or the Council should commission external providers through a competitive tendering process. Wirral Evolutions' Limited approach is placing the people who it supports at the heart of everything it does, working hard to ensure that service delivery is of the highest quality, enabling greater outcomes and benefits for the people who it supports.

7.0 Values underpinning the service review

The following values and expectations were developed in 2020 in partnership with a small group of Carers/ Families of people who access Wirral Evolutions service and will continue to guide the value for money review.

- **A Healthy Life** - People with learning disabilities enjoy the highest attainable standard of living, health, and family life.
- **Fulfilment** – People who access the service are enabled and supported to lead full and purposeful lives and realise their ability and potential.
- **Dignity and Respect** - The uniqueness and intrinsic value of individuals is acknowledged, and each person is treated with respect.
- **Well-being** - To recognise and uphold the right to a social life amongst an appropriate peer group and the right to participate in appropriate communal activities and settings
- **Independence** - People who access the service have as much control as possible over their lives whilst being protected against unreasonable risks and are able to live independently in the community with equal access to all aspects of society. People are supported to move towards independence using a variety of approaches, skills and techniques.

- **Rights** - The individual and human rights of people who access the service are safeguarded and actively promoted within the context of services delivered.
- **Equality and Diversity** - People who access the service are treated equally, their background and culture are valued, and services provided fit within a framework of equal opportunities and anti-discriminatory practice.
- **Choice** - People who access the service are offered, wherever possible, the opportunity to select independently from a range of options based on clear and accurate information.
- **Consent** - People who access the service have a legal right to determine what happens to them and their informed, genuine, and valid consent to the care and support they receive is essential.
- **Safety** - People who access the service feel as safe as possible in all aspects of their care and support, and are free from abuse, exploitation, or neglect.
- **Confidentiality** - People who access the service know that information about them is managed appropriately and everyone involved in and with the day care setting respects confidential matters.
- **Active Citizenship** - People with learning disabilities are able to participate in all aspects of community and society.

8.0 Our commitment to Day Services in Wirral

- Encourage and enable people's independence to have reduced dependency - clear aspirations to maximise the independence of all those who access the service, ensuring that all opportunities to maximise independence are promoted.
- Deliver positive meaningful day time activities and outcomes achieved for people with a learning disability – providing a wide range of well-coordinated daytime practical and emotional support.
- Adapt services to match the person's age, comprehension, and culture.
- Empower Individuals and families to achieve the best outcomes.
- People who access the service and their families can connect with their respective communities including peer groups and wider society.
- Encourage and enable active citizenship.
- Respect and value citizens who contribute positively to their community through work, volunteering and through helping others.
- Enhance involvement, choice, and control of people with a learning disability and their families.
- Improve quality of life, wellbeing, and safety of people with a learning disability and their families.
- Provide positive interventions.
- Listen to Individual's views, wishes and feelings.
- Enable people who access the service to use their existing skills, to learn new ones and to explore a wide range of interests and hobbies which are meaningful to them.
- Empower people with a learning disability and their families to make their own decisions.
- Recognise that people who access services and their families are experts in their own lives.
- Support people who access the service to be active in their local communities.
- Enable people who access the service to be as physically active as possible, regularly taking part in a wide variety of sports and leisure activities.
- Work in partnership with the Carers and family members of people who access services to achieve these outcomes.
- Develop effective relationships with People who access the service and their families and professionals.

- Provide quality advice and support.
- Provide personalise and person-centred approaches.
- To make the best use of available resources.
- Enable individuals who access the service and families to contribute to the continued improvement of services, policies, and procedures.
- For people to be able to move freely as much as is possible in a safe environment.
- Have specialist knowledge and skills from an integrated workforce.
- Employ staff who understand them as people, can meet their needs and have the right attitudes and skills to provide great support.
- Ensure staff operate within a framework of professional accountability.
- Have consistent support by good staff who know the people who access the services.

9.0 Stakeholders involved in the value for money review

The following stakeholder groups have been involved in the service review:

- People who access Wirral Evolutions Services
- Representatives or Families or People who access Wirral Evolutions Services
- Council as Shareholders— represented by the members of Shareholder Board
- Council Commissioners
- Council Buy Back Service Leads
- Elected members – in addition to the members of Shareholder Board
- Advocates
- Wirral Evolutions Staff, Management and Board members
- Council as Landlord and provider of traded services

Stakeholders' views are very important, and they will be gathered as part of the Value for Money Review. Wirral Council will work in partnership with Wirral Evolutions throughout the Value for Money Review.

The Council has requested that Together All Are Able carry out a piece of Advocacy work to enable people who access Wirral Evolutions services to share their views about day Services opportunities, to inform the value for money review. Together All Are Able will visit all nine Day Centres and spend time with people who access the service.

A number of Council Officers and Trade Unions were involved in the value for money review.

10.0 Economy

Wirral Evolutions reported to the Council in its Key Performance Indicator's that 314 people accessed Wirral Evolutions Day Services in November 2021, compared to 410 people who accessed the service in 2019 to 2020, which evidences that approximately 100 people have stopped attending Wirral Evolutions Day Centres although the organisation has continued to receive a block payment.

Day Services transferred to Wirral Evolutions in 2015 and had a budget of £3,823,400 at the time of transfer. Prior to 2015, Day Services had been assigned a savings target of £2m. £500k of the £2m (25%) remained at the time of the transfer of Day Services to Wirral Evolutions, with the understanding that the remaining £500k savings could be achieved from efficiencies within the newly formed Local Authority Trading Company (LATCo).

To calculate the contract price in 2015, the £500K savings target was removed from the £3.82m budget, leaving a budget of £3,323,400.

On transfer of the service in 2015, £1.3m was added to the £3.3m, broken down as follows:

Admin Budget	£60,500
Lease Costs	£291,000
Pension Contribution	£180,000
Recharges	£458,400
Pension Deficit	£325,700
Total	<u>£1,315,600</u>

Therefore, the total contract price at transfer was £4,639,000 (£3.3m budget plus additional £1.3m).

From 2016-17 to 2020-21, an additional £2.3m was provided to Wirral Evolutions as part of the yearly contract value, broken down as follows:

Financial Year	Amount
2016	-
2017	261,569
2017	-
2018	500,000
2018	-
2019	561,543
2019	-
2020	740,792
2020	-
2021	<u>250,000</u>
Total	<u>2,313,904</u>

The additional amount provided equals 49.9% of the original contract price. For context, national inflation within the same period totalled 8.6% (1.72% average).

For Financial Year 2020-21, the proposed savings target of £500k was reduced to £250k. For Financial Year 2021-2022, an additional £250k saving was negotiated, resulting in a total savings target of £500k (the original savings target at time of transfer).

Prior to 2015, Day Services had been assigned a savings target of £2m. £500k of the £2m (25%) remained at the time of the transfer of day services to Wirral Evolutions, with the understanding that the remaining £500k savings could be achieved from efficiencies within the newly formed LATCo.

A review of governance arrangements and compliance with financial regulations was undertaken by Internal Audit between April and June 2021. Part of the review was to test compliance with financial regulations. To assess this, a sample of payments were selected from the period March 2020 to May 2021 to ensure the financial regulations had been adhered to and value for money could be demonstrated. The review found that, although all the payments were supported by appropriately authorised invoices and documentation, and therefore appeared to be for legitimate expenditure, no quotations had been obtained. Therefore, the financial regulations had not been complied with and value for money had not been evidenced. The reasoning for the non-adherence to the financial regulations was the impact of COVID-19. Discussions between Internal Audit and Wirral Evolutions senior management found that the

financial regulations were not practical, as the regulations required a minimum of two quotes for expenditure from 1p up to £1,000.

Internal Audit recommended that the requirement to obtain quotations for expenditure should be reassessed, considering the costs and benefits for expenditure below a certain value and to reflect the outcome in revised financial regulations.

In October 2021, Internal Audit undertook a follow up of the recommendations that were due for implementation by 30/9/21 and were provided with appropriate evidence that they had all been implemented. The follow-up included the issue of revised financial regulations, applicable from 1st November 2021, which only required quotations to be obtained for expenditure estimated at greater than £500.

Additionally, Wirral Evolutions buy Procurement Services from Wirral Council, which should ensure value for money when procuring goods and services.

It has been acknowledged that further work would have been beneficial to assess the suitability of assets used by Wirral Evolutions in line with any proposed service delivery changes.

It is noted that from inception to date, Wirral Evolutions have not been able to provide the service within the agreed contract price in any financial year.

11.0 Efficiency

Wirral Evolutions buy Procurement Services from Wirral Council, which should further ensure value for money when procuring goods and services. However, Wirral Evolutions face challenges in securing additional external funding through diversifying and growing their services. They face issues with their client group remaining relatively static and growing year on year. There needs to be a more defined pathway to other services including engagement with employment and community services at an early stage and less reliance on a traditional day services model.

The Council has held regular contract and quality assurance meetings and Wirral Evolutions have a good performance framework with some disruption during the pandemic. The current contract with Wirral Evolutions has been in place since the service inception as a Local Authority Trading Company and could benefit from a review and refresh to align with service modernisation.

Monthly quantitative day opportunity attendance data is received from Wirral Evolutions together with quarterly contractual monitoring information to support monthly contract meetings and quarterly strategic review meetings. Contractual performance has been positive, although there are opportunities for Wirral Evolutions to further maximise opportunities for people supported. Collaborative work is underway with Wirral Evolutions to enhance quality and service delivery models. The number of safeguarding concerns and complaints are low, managed well and compare to other like for like competitor services. Compliments are well received and comparative with other like for like services.

12.0 Effectiveness

Wirral Evolutions is viewed positively by the majority of people who use their services, carers and staff. This is evidenced in the survey that has been completed. This survey is an important measure of impact of the service. Supporting adults with a learning disability through the services it provides enables people to remain engaged with their community, friendships, and to develop skills and remain socially active. This supports their health and wellbeing as well as that

of their carers. The impact of the service was rated against 8 key factors as to why people using the service found it important, which can be found in the full survey report.

In relation to the extent that Wirral Evolutions fully achieve their goals and objectives, there is evidence provided in the survey report which listened to the views of 155 people who use their services and agreed to take part. For example, 58% reported it would be very likely that they would be likely to recommend the day service to a friend; Almost 70% of staff that have worked for Wirral Evolutions for more than 3 years would recommend Wirral Evolutions employment to a friend or colleague. There were however a number of concerns about where Wirral Evolutions could have more impact, such as almost half of staff do not feel that they have been given the opportunity have a say about how the service can be developed or modernised.

Wirral Evolutions have found new and creative ways to engage and support people who access their services during the pandemic, ensuring they kept contact particularly with people who may have been more isolated. They have also focused on how they could improve their offer of supporting people to work based opportunities where appropriate and have worked with the Council to develop more strategic links with key organisations such as Wirral Metropolitan College, Department of Work and Pensions, MENCAP and the Chamber of Commerce.

13.0 Equity

Wirral Evolutions has supported particular people who use their services over a long period. Whilst new cases are provided for, they are dependent on referrals from social workers for people with an eligible need under the Care Act 2014. Day services are provided within specific settings across the Borough, and this enables relatively good access to local services that people can reach, who need them. Alternative ways of providing support have been explored by the service due to the circumstances over the last two years, which have supported the opportunity to reach groups who may have greater problems accessing services, beginning to develop in some cases alternative approaches to support. It is key for a provider such as Wirral Evolutions to work closely with social workers and users of their service to ensure they are addressing barriers to inclusion and have a clear equality impact assessment to ensure marginalised groups are reached. This is an area for development of future service provision

14.0 Strategic Value

Does Wirral Evolutions provide sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company?

VFM report alongside Stakeholder Survey analysis demonstrates that while day services are beneficial for people with learning disabilities. The delivery of the contract does not justify the additional costs of running an arms-length company. During the length of the contract (2015 – present) the additional amount of money provided equals 49.9% of the original contract price. For context, the national inflation within this period was 8.6%. The annual cost pressures/cost envelope equates to 10% of the agreed contract price of £5.015m and Wirral Evolutions have not proactively addressed this position, despite a 25% reduction in people accessing the services in the period to November 2021 (314 compared to 410). Whilst caution should be applied to one year's data, particularly given the situation with Covid 19, it does not demonstrate value for money for Wirral Council.

What is the cost comparison of running an arm's length company compared to an inhouse service?

If Day Services were brought inhouse then there would be an **anticipated** saving in staffing costs and non-staff costs, for example management, support/infrastructure functions, head office costs, supplies etc.

If Day Services were to be provided by Wirral Council (in-house), total staffing costs may reduce from £3.98m to £3.61m, with an anticipated reduction in Full Time Equivalent (FTE) staff of 11.82. This is anticipated to reduce costs by £371k per annum. Non-staff savings (Premises, Transport, Supplies and Services, and Head Office costs) estimated to be made total £314k.

It should be noted however that Wirral Evolutions provided the figures to Wirral Council for verification as to how they could provide Day Services in future. However, information showing how these savings were calculated was not provided to Council, and therefore the Council is at present unable to validate the accuracy of the savings.

If the service were to be brought inhouse then the savings would be seen by way of other inhouse departments taking on/continuing roles such as HR, payroll, and IT. If the service was brought inhouse then there would potentially be savings as a result of the removal of the Wirral Evolutions Board and senior hierarchy. These roles could potentially be amalgamated and absorbed within Wirral Health and Care Commissioning.

What are the benefits and disadvantages of having a local authority trading company delivering Day Services, compared to the Council delivering day services direct?

VFM report provides a number of comparisons between an inhouse model and a LATCo model (section 17). This section is written in a way that it allows the reader to immediately see the advantages and disadvantages.

Does the current operating model provide value for money for Wirral Council?

VFM suggests that the current operating model does not provide value for money. It was expected that Wirral Evolutions would grow the business, increase activity, and diversify its customer base. However, this has not happened, and Wirral Evolutions remains dependent upon Wirral Council financially. This means that Wirral Council carries all the risk with little or no control of any value for money. Wirral Evolutions have not delivered the service within the agreed contract price in any financial year. From a quality assurance and contractual perspective, Wirral Evolutions would appear. Stakeholder survey analysis provides that the day services offered tend to be predominantly building based and lack innovation and clear outcomes or goals for the people who access their services, their families, and carers.

What are the costs of running Wirral Evolutions as a Local Authority Trading Company compared to delivering the service direct?

There is a degree of savings to be made from providing the service in-house. Savings can be made from the rationalisation of the current management arrangements at Wirral Evolutions, negating the need for a Board with the associated costs of Board members, and running costs.

If Day Services were to be provided by Wirral Council (in-house), total staffing costs may reduce from £3.98m to £3.61m, with an anticipated reduction in Full Time Equivalent (FTE) staff of 11.82. This is anticipated to reduce costs by £371k per annum. Non-staff savings (Premises, Transport, Supplies and Services, and Head Office costs) estimated to be made total £314k.

It should be noted however that Wirral Evolutions provided the figures to Wirral Council for verification as to how they could provide Day Services in future. However, information showing

how these savings were calculated was not provided to Council, and therefore the Council is at present unable to validate the accuracy of the savings.

15.0 Social Value

Wirral Evolutions have completed a questionnaire which provides an overview of their additional wider social benefits does Wirral Evolutions offer for residents such as social, economic, and environmental benefits that are derived from Wirral Evolutions services.

16.0 Stakeholder Value

An analysis of stakeholder views Feedback Report has been completed and is accompanying this report as part of the report pack for Adult Social Care and Public Health Committee. This report has summarised the findings from three stakeholder surveys: staff, people who access the service, and families, carers and charitable bodies. The report concludes that while there are some quite significant changes that the service would benefit from implementing, the service itself and the staff themselves are vital for the successful service delivery and that the service is providing value for money.

17.0 Achievability

There are interdependencies in relation to Council pay award and EVR polices that apply to Wirral Evolutions given staff were subject to TUPE arrangements at its inception. These costs are factored into the budget and contract.

Wirral Evolutions does not have the capacity and capability to expand, and this is evidenced over time but is hindered by natural barriers relating to its design.

Wirral Evolutions is clear that it wants to become a more modern fit for purpose organisation and its strengths are in how it engages and works with people to best support them. It has worked to redesign and change its structure to deliver more efficiently though this is not yet complete. The challenges have been around the financial management and savings targets which are covered elsewhere in this report, and this brings the question of sustainability.

18.0 External assurance review by CIPFA

Wirral Council requested Exceptional Financial Support from the Department for Levelling Up, Housing and Communities (hereon DLUHC) for 2020-21 and 2021-22 to help balance the budget by raising capital borrowing to support some of its revenue expenditure. Accordingly, DLUHC, commissioned CIPFA to undertake an independent and detailed financial assurance review of Wirral Council.

Officers consider that the Exceptional Financial Support will enable the Council to balance its budgets for 2020-21 and 2021-22 and that from thereon its ambitious programme of regeneration, coupled with a focus on prevention measures, will strengthen its financial resilience.

Financial statements for the Council and companies owned by the Council for 2018/19, 2019/20 and 2020/21 were reviewed. The Local Government Finance Review for Wirral Council was published in November 2021. There is a lot that the Council needs to do quickly if it is to make real progress in addressing the financial challenges that it faces.

Recommendations from the Local Government Finance Review for Wirral Council conducted in November 2021 should be considered as part of the Wirral Evolutions Value for Money Review:

- Strengthen financial governance
- Prepare a more realistic Medium Term Finance Strategy that better reflects the challenges facing the Council
- Set clear financial targets for any service reviews in line with the Medium- Term Financial Strategy.
- The review stated that the Council should develop a clear asset disposal strategy.
- Review the condition of all Council assets to determine maintenance requirements over the medium term.
- Engage with members at an early stage to develop a realistic asset disposal strategy that focusses on the disposal of assets that require significant maintenance and repair.
- Commission an independent review of the financial position of the Council's companies and other commercial ventures to ensure all potential risks are identified.
- Identify asset disposals to offset the risk of increased council borrowing
- Review its capital programme and ensure that it has identified realistic capital programme pressures in 2023-26 so that it can assess the overall impact on Council borrowing.
- Ensure that all major Council risks in relation to financial resilience are scored
- Appoint shareholder representatives and task a senior manager in finance with responsibility for monitoring the resource needs of the Council's companies
- Dispose of sufficient assets to obviate the longer-term need for borrowing under the capital direction.

Wirral Evolutions does present financial risks to the Council in its current governance form as the Council is not fully in control of the operating finances or the financial performance of Wirral Evolutions. To gain full control and reduce the financial risk, the Council could consider bringing Wirral Evolutions service back in house.

19.0 Financial information

While potential cost savings are not a primary driver for any change in approach, as a separate legal entity Wirral Evolutions incurs additional costs that it would not pay as a division of the Council.

- Preparation and audit of group accounts
- Having a Board of Directors. Directors' fees and company secretarial support
- Preparation of separate returns such as VAT, PAYE and LGPS
- Shareholder Board costs
- Administration and processing of transactions between Wirral Evolutions Limited and the Council

There will be some limited cost to transfer the staff and business operations and to legally dissolve the company.

As a Local Authority Trading Company (LATCo), Wirral Evolutions has a current contract price of £5.015m (for Financial Year 2021-22). This is the total price for providing Day Services via Wirral Evolutions. Prior to 2015, Day Services had been assigned a savings target of £2m. £500k of the £2m (25%) remained at the time of the transfer of Day Services to Wirral

Evolutions, with the understanding that the remaining £500k savings could be achieved from efficiencies within the newly formed Local Authority Trading Company (LATCo).

If Day Services were to be provided by Wirral Council (in-house), total staffing costs may reduce from £3.98m to £3.61m, with a reduction in Full Time Equivalent (FTE) staff of 11.82. This is anticipated to reduce costs by £371k per annum.

Non-staff savings (Premises, Transport, Supplies and Services, and Head Office costs) estimated to be made total £314k. It should be noted however that Wirral Evolutions provided the figures to Wirral Council for verification as to how they could provide Day Services in future. However, information showing how these savings were calculated was not provided to Council, and therefore the Council is at present unable to validate the accuracy of the savings.

Service Level Agreements

When Wirral Evolutions transferred to become a LATCo (Local Authority Trading Company) in 2015, administrative services such as Finance, Payroll, and Procurement continued to be provided. The services received and the cost charged to Wirral Evolutions can be seen below. In addition to the services listed below, an amount of £325,700 is also chargeable for Employers Fixed Superannuation Contribution; this is an amount calculated triennially by the actuary. The amount payable is a charge to repay Merseyside Pension Fund for pension payments made to pension members and is based on headcount of each individual service. Therefore, total recharge costs are £784,100 (£458,400 plus £325,700).

	Based on 2015/16 Budget (revised Structure)	Total £
Support Services		305,800
Legal Services	7,300	
Payroll Control & Compliance	38,600	
Financial Services - Tax & Compliance	10,000	
Financial Services (Accountancy)	11,500	
Accounts Payable	3,600	
Income Section	1,100	
Accounts Receivable	300	
Cashier Services	300	
IT - Infrastructure	101,400	
IT - Line of Business	44,000	
Procurement	4,700	
Personnel	52,200	
Organisation Development	27,300	}

Trade Unions	3,500	
DASS Admin/Management Recharges		128,600
SLT	21,500	
Admin Support	7,000	
Business Support	48,300	
Non-staffing Admin Support - Communications	46,500	
Delivery Management	5,300	
Admin Buildings	24,000	24,000
Total Recharge Value included in Contract		458,400

The Internal Audit review written in August 2021 states the following in respect of the Service Level Agreements:

Wirral Evolutions “buy-back” support services from the Council. The value of these services has remained unchanged at £458k since the inception of the company and is mirrored by a specific element of the contract funding from the Council. On investigation it was established that the basis for the values of the buy-back services was the value of the recharges contained in the specific budget within the Council for the service provision before the company was formed. This approach was flawed as some of the recharges were for services that were not going to be used by Wirral Evolutions, who had developed their own systems. Therefore, there may be areas of under use or no usage and others of over activity.

In addition, draft Service Level Agreements (SLAs) were prepared at the time the company was formed however these were never finalized or agreed between the parties. A review of these SLAs has been underway and discussions between the Council and Wirral Evolutions have taken place to ensure they are “fit for purpose.” It was decided not to vary the buy-back costs and detail for 21/22, whilst this review is ongoing however, it is envisaged that more relevant SLAs will be in place for 2022/23 onwards based on Wirral Evolutions needs and activity.

Wirral Evolutions has a separate pay scale to Wirral Council. However, Wirral Evolutions are included with the Council in pay award negotiations. The last pay award was agreed in November 2020, backdated to April 2020.

Allowances for Wirral Evolutions staff are detailed below:

- Maternity, Paternity and Adoption allowances are the same as Wirral Council.
- (Maternity – 6 weeks at 90% pay; 12 weeks at 50% pay plus Statutory Maternity Pay; remaining 21 weeks paid Statutory Maternity Pay).

- (Paternity – 2 weeks at 100% paid leave).
- Adoption (39 weeks paid leave as follows, weeks 1-8 100% pay minus Statutory Adoption Pay; weeks 9-26 at 50% + Statutory Adoption Pay; weeks 27-39, flat rate Statutory Adoption Pay).
- Sickness entitlement of 156 days full pay and 156 days at half pay for TUPE staff
- Sickness entitlement of 78 days full pay and 78 days half pay for non-TUPE staff (appointed after June 2015)

Annual Leave entitlement for WE staff is as below (stated per years of service):

- 2 years and below - 28 days
- 2-3 years – 30 days
- 3-4 – 31 days
- 4 and above – 32 days

20.0 Shareholder

Wirral Evolutions was established in 2015 to deliver adult social care services, initially for the Council, but with a view to securing contracts from external bodies as well as to deliver service efficiencies and savings against budget costs and the contract price.

It is generally accepted that the services, as provided by the Company, are of good quality. However, the savings envisaged have not materialised and the company has been unable to secure significant external contracts, in order to mitigate the costs of running a separate company through the economies of scale and the generation of additional income.

Instead of delivering services at a reduced cost, significant additional funding has had to be allocated to the Company to enable it to meet its obligations; and further debt deferment strategies have been deployed to assist the Company with its working capital requirements.

The company asserts that adherence to the requirements and timescales set out in the shareholders agreement put in place between it and the Council on formation of the Company fetters the Company's ability to tender effectively for external contracts, rather than accepting the inherent weaknesses in its financial status as a wholly owned and dependent local authority company proving to be an effective deterrent to the award of external contracts.

A workshop to discuss shareholder issues and corporate governance has been held and further workshops are planned to further develop the discussions.

The Company has expressed a desire to have a closer relationship with Council Members on the Shareholder Board, which discharges the shareholder function for the Council, to receive strategic input from the Shareholder Board and to streamline the decision-making process in respect of issues identified in the shareholder agreement.

21.0 Benchmarking Regionally

Vivo Care Choices Limited (Vivo) was established in 2013 as a company wholly owned by Cheshire West and Chester Council, to deliver a range of adult social care services on behalf of the Council. They have recently decided to return services to in-house provision.

22.0 Benchmarking in Wirral – Day Services

Day services for learning disability and Autism are provided by WE and Autism Together; Mental Health day services are provided by Wirral Mind; and Older People with Dementia day services by Age UK.

There is no Contract in place for Autism Together. Contracts for Age UK and Wirral Mind fall under EIAP – Lot 2 Day Services – which is a recent recommission.

The Council commissions differently for day services such as paying block contracts. Wirral Evolutions is a block contract, EIAP is a block contract, and Autism Together is a spot contract

Autism Together are the main competitor for Wirral Evolutions with regard to day services, given their core business is Learning Disability. The groups Autism Together support may differ in complexity of need and levels of support.

23.0 Estates / Assets

Section 9 gives details of the recent Local Government Finance Review for Wirral Council conducted in November 2021 in collaboration with CIPFA and highlighted key pieces of work required to address the Council medium term financial strategy. These are pertinent to the best value review of the service, and it is recognised that essential and statutory services are looked at across the Borough in totality.

- Wirral Evolutions occupies 10 buildings to deliver its current day services, these being: Pensby Wood, Cambridge Road, Highcroft, Heswall, Dale Farm, Eastham, Oakenholt, Royden Park in addition to these Best Bites which runs from 2 locations including The Grange which also serves as the administration centre for Wirral Evolutions. These are leased to the Wirral Evolutions with associated building services delivered via a service level agreement through the Asset Management section.
- The assets being used by the service vary in condition and suitability. Whilst Pensby Wood has received significant funding in recent years to enhance its specialist facilities, other assets require significant investment in line with the future services to offered to its clients. This position is very similar to other Council owned assets and would form part of the exercise required by the Local Government Financial Review to:
 - Review the condition of all Council Assets
 - Review its Capital programme
 - Have a clear Asset Strategy
- Should consolidation be considered this could offer new opportunities not only to redesign of current buildings but to look at co-location possibilities with other services and partners.

- Some of the assets in use by Wirral Evolutions have greater market value than others due to their location and proximity to regeneration projects. This in turn could support the enhancement of retained assets or the acquisition of new facilities required for the service. It is important to note that no detailed work has yet been undertaken on this area of asset management.

24.0 Digital ICT

The Council ICT department has continued to invest heavily into Wirral Evolutions, since becoming a Local Authority Trading Company in 2015, and generally treats the Local Authority Trading Company as though it was an internal service area within the Council in terms of support services available and hardware and software issued. There are no financial savings from a digital perspective about having Wirral Evolutions as an external company, as they continue to benefit from the Council's ICT advice, guidance and support and equipment.

In December 2019, the Council issued Wirral Evolutions with all new computers and laptops at no cost to Wirral Evolutions. The Council was upgrading laptops and computers for a windows 10 rollout across departments within the Council, and a decision was made internally for Wirral Evolutions to benefit from free upgrade equipment at a massive expensive to Wirral Council. Wirral Council does not typically issue any free ICT equipment to other Care Providers in the Borough, and therefore Wirral Evolutions does have a beneficial financial arrangement in place.

In March 2020 Wirral Evolutions requested additional Laptops from the Council ICT Department to assist their business continuity arrangements to enable them to continue to operate throughout the pandemic. Wirral Evolutions initially agreed with the Council ICT department to pay the full cost for the laptops, and then 18 months later in October 2021 Wirral Evolutions requested to return to laptops to avoid any costs. The Council supported Wirral Evolutions to have the loan of laptops at no charge which is not a typical arrangement that would be carried out for other Care Providers in the Borough. Day Care Providers in the Borough would be expected to pay for their own ICT equipment and have resilient business continuity plans in place and should have had ICT equipment already in place rather than being so dependent on the Council for this additional support which then impacts financially on the Council as we had less laptops available for Council employees and a stock shortage.

Wirral Evolutions have a Lloyds TSB credit card terminal in their onsite cafe to take payments from customers. They needed to complete a PCIDSS compliance form and are now in non-compliance, so Lloyds charge a small monthly fine of approximately £10. Wirral IT support has been requested to complete the form, but they have not been able to do so and therefore recommended to Wirral Evolutions that they take up a Lloyds service to enable them to achieve compliance, however Wirral Evolutions is not keen to do so and therefore is being fined each month which is not ideal or a valuable way to spend money on paying a small fine each month whilst the matter is ongoing.

25.0 Governance Audit

A Governance audit was conducted by the Councils Audit Team from April 2021 to June 2021 of Wirral Evolutions Ltd, at the request of the Council's Project Board. The purpose of the audit was to review the governance and financial management arrangements in place and provide assurances that the procedures were adequate and being adhered to.

There was a perception of mistrust between the Council and Wirral Evolutions Ltd. Whether this was due to legacy issues or a lack of transparency on both sides, there was an opportunity to improve the communication between the parties to work to the main aim of providing best value for the provision of the service.

There was a general acceptance that there were weaknesses in the setting up of the company in 2015 that had caused difficulty in the years following e.g., the valuing of the buy-back services, that needed to be reviewed to ensure they are realistic.

Significant progress had been made at Wirral Evolutions Ltd in the last few years to improve the governance arrangements and there was an acknowledgement by the Company that these could be further improved upon, in particular with regards to external governance.

Since its inception, Wirral Evolutions Ltd has not managed to expand the customer base and increase income opportunities outside of the Council social care contract. Wirral Evolutions Ltd had plans to establish a new post within the proposed 2021 restructure whose responsibilities would include the identification of opportunities to generate income. In addition, Wirral Evolutions Ltd considered the Shareholder agreement to be restrictive, a view not shared by the Shareholder, and had requested a joint review of the Shareholder agreement.

There were numerous recommendations arising from the Governance audit which covered actions for consideration by Wirral Evolutions Ltd and the Shareholder (the Council) and these were reported in August 2021.

As part of the audit a review of a sample of payments (selected from the period March 2020 to May 2021) was undertaken to ensure the financial regulations had been adhered to and value for money could be demonstrated. Our findings were that, although all the payments were supported by appropriately authorised invoices/ documentation and therefore appeared to be for legitimate expenditure, no quotations had been obtained. Therefore, the financial regulations had not been complied with and value for money had not been evidenced. The reasoning for the non-adherence to the financial regulations was the impact of COVID 19. During discussions with senior management at Wirral Evolutions Ltd it became apparent that the financial regulations were not practical, as the regulations required a minimum of two quotes for expenditure from 1p up to £1,000.

The Council recommended that the requirement to obtain quotations for expenditure should be reassessed considering the costs and benefits for expenditure below a certain value and to reflect the outcome in revised financial regulations.

In October 2021, the Council undertook a follow up of the recommendations that were due for implementation by 30th September 21 and were provided with appropriate evidence that they had all been implemented. This included the issue of revised financial regulations, applicable from 1st November 2021, which only required quotations to be obtained for expenditure estimated at greater than £500.

26.0 Comparing the Two Models – Inhouse versus Local Authority Trading Company

<p style="text-align: center;">Inhouse</p> <p>Model: Delivery of services in-house as an integral part of the council.</p>	<p style="text-align: center;">Local Authority Trading Company</p> <p>Model: Existing governance continues unchanged</p>
<p>The service would no longer be operating under a detailed legal contract. This would allow greater flexibility to make changes at pace with less formal contract monitoring and change processes, more focus on service delivery. Performance management would be integrated into the council’s standard business processes.</p>	<p>The current board structure was established when there was an aspiration for the business to trade externally.</p> <p>The Council effectively carries all the risk of Wirral Evolutions but currently does not have day to day operational control.</p>
<p>The service will be part of the Adult Social Care Directorate, the operations will be aligned to strategic priorities and therefore can be responsive to change.</p>	<p>There is a cost to Wirral Evolutions being a separate company. This cost is effectively funded by the council through the management fee. The council also has an additional cost in delivering its role as contract manager and shareholder.</p>
<p>The service would operate as part of the Adult Social Care Directorate. In comparison to the as is, this is delayed.</p>	<p>The Council also has significant costs in managing its role as company shareholder. This includes day to day management of the contract; management of relationships and support to numerous briefings, boards and meetings between council and company representatives as well as more formal processes such as approval of reserved matters including the annual business plan.</p>
<p>Service delivery would be subject to officer and Member scrutiny in accordance with standard council processes. As an in-house service the council would have both risk and full control and be met from within current Council expenditure.</p>	<p>External NEDs bring a different perspective on the challenges and opportunities facing the company. This can bring real benefits to the company, service users and the wider council.</p> <p>The Council Strategic Commissioners set out the financial priorities for the company to respond to, however they are not always achieved.</p>
<p>There would be no financial overheads associated with a separate company board which includes paid chair/NEDs and decision making would follow the Council’s constitution. Both the council and the company spend significant time dealing with the formal legal relationship that would not be required if the service was in-house.</p>	

<p>The objectives for Wirral Evolutions are set by the Strategic Commissioners, the Strategic Commissioner and Wirral Evolutions Management would be part of the same management team, thus aligning objectives at the most senior level. The council can still access external advice if required.</p>	
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Based on the review of the governance options, the recommendation is to move the governance to an in-house model based on the below reasons:

- There is a requirement for services to be delivered differently into the future
- The level of change required could be better achieved by having more control over the services than is enabled through the existing contract mechanism
- There are intense financial pressures on the cost of delivering Adult Social Care services, however the focus of Adult Social Care is on re-shaping services rather than cutting service levels to meet budget and services delivered by Wirral Evolutions must be in scope
- Delivering services in-house would enable the council to better align all existing services and potentially remove duplication.
- The current company model has limited flexibility; the company relies almost entirely on council funding and is unable to make changes at pace in the same way as would be expected of a private sector provider.
- The current arrangement locks the council into a fixed fee for a block contract and there is a desire to move towards activity-based funding.

27.0 Conclusion

It is unlikely that Wirral Evolutions will be able to generate significant new business outside of its contracts with the Council, while adhering to these principles.

Maximising the value from the governance model is essential. Given that external trading will be limited, Wirral Evolutions is not the most appropriate and cost-effective vehicle to meet the Council's own future care provision needs.

Without external growth, the company is unlikely to be able to generate trading surpluses to offset the cost of delivering core services to the Council. This means a key benefit that would normally offset the additional overheads and complexity of operating through an arms-length company will not exist.

The model incurs costs to run effectively but does not currently generate income which is additional to that which could be generated via alternative governance arrangements, i.e., in-house delivery.

Innovation and development of new commercial models of care and new services which was an aspiration at the time the company was established have not happened on the scale envisaged and this is in part due to financial constraints.

The company will remain wholly reliant on the Council for funding, meaning that financial and delivery risks ultimately remain with the Council. However, due to the necessary contractual and governance overlays between the two separate organisations; influence and control are diluted.

An in-house model will provide the Council with more direct control and enable it to align the priorities it follows as a commissioner of services with those it has as a provider. This will minimise the potential for conflicting objectives and ensure that strategies are determined based on the best outcomes for the Council, those using its services and residents.

An in-house model would better enable the Council to respond flexibly to the health and care transformation agenda. This will place the Council in a position where it can collaborate or further integrate with other adult social care services, seizing opportunities as they emerge.

In light of the new opportunities arising for closer integration between the Council and the local NHS, the Council needs to be able to respond flexibly and be in a position whereby we can further integrate with other adult social care services.

In parallel, the health and social care agenda has evolved significantly since Wirral Evolutions was established. Emerging national legislation alongside the health and social care integration agenda nationally and locally, will create new opportunities to integrate commissioning and provision which did not exist previously.

Delivery of services in-house also offers greater flexibility than exists under the current contractual arrangements. As the integration agenda develops, we will actively explore ways to improve services, through the development of joint strategies and joint commissioning which will see best value for every pound we spend maximised for the benefit of service users. In the longer term this should lead to an improved service offer across health and care, less bureaucracy, and better outcomes. We will also be able to respond to the wider NHS agenda in a far more effective way.

Transitioning Wirral Evolutions to an in-house service will enable the council to respond more quickly and flexibly to opportunities for more integrated planning, commissioning, and delivery of services with our health partners.

Exposure to risk is unchanged as the Council already underwrites Wirral Evolutions risks as the company's owner and main funder. The streamlined in-house governance structure will remove the disconnection between the organisation ultimately carrying those risks, and the one in position to implement measures to manage them.

Reliance on the Council for funding via the core contract means that financial and delivery risk ultimately remains with the Council but without full control due to contractual and governance arrangements necessarily in place between two separate organisations.

To support this any future model will need to be responsive, cost effective and well placed to look at what is required at a local level. The current model splits responsibilities between the Council and Wirral Evolutions, creating additional layers of decision making and governance.

Wirral Evolutions struggles to make financial efficiencies, and it has not been able to sufficiently develop income streams to compensate the reduction in income, for the reasons stated above, which led to additional financial support by Wirral Council.

The costs associated with enabling a separate company are not recovered through additional trading as was originally anticipated. Whilst this does not distract from the significant quality

improvements realised, the existing model is not driving any additional financial benefit other than that which could be delivered as an in-house service.

In conclusion, the rationale for delivering services via the current governance model and the added value of such a model to Council and service users is no longer clear. This is in no way a criticism of the quality of services delivered by Wirral Evolutions, the dedication of its staff and management team nor the commitment of the Board to service users. The focus of the proposal is a change to the governance model which aims to sustain and improve services for our service users and safeguard staff, seizing opportunities as they emerge in connection with the health and care transformation agenda.

Bringing Wirral Evolutions in-house will enable a closer correlation between strategy development and operational delivery which will bring additional value to the current governance arrangements.

Following the value for money review of available options, transitioning services in-house is identified as the best governance approach to enable this.

Ensuring people who access the service, parents, carers and other stakeholders are informed and engaged during the transition is absolutely fundamental, to offer them both reassurance and timely information about the proposed changes.

Wirral Evolutions exists as a separate legal entity and therefore a degree of formality is required to transfer the services, staff and assets from the company to the Council. However, the company is not truly independent as it is still constrained by local government requirements such as the Nolan Principles, Procurement regulations and must comply with Council policies on Safeguarding, Health and Safety, and Data Management for example.

28.0 Wirral Evolutions Brand

It is important for all Council services to have a consistent Council brand both externally and internally. This follows national best practice and assists public understanding in terms of who delivers and is accountable for delivering public services. This transition will need to be carefully managed. A marketing strategy will be co-produced to ensure this is managed sensitively and effectively, maximising opportunities to retain the branding elements currently used for Wirral Evolutions. The branding of Wirral Evolutions will not change at the point of transfer, and people who access the service and their families will not see any immediate change to the way services are branded and described.

29.0 Engagement with Wirral Evolutions Board of Directors

The current Wirral Evolutions Board will be an integral and proactive partner in the mobilisation plans for the transfer of these services and staff back into the Council. The Council will work closely with the Wirral Evolutions Board to transition the company back in house, changing the current the governance arrangements.

30.0 Risks

The table below sets out key risks to the effective transition of services and mitigations:

Risks	Mitigations
Lack of resources to meet ambitious timescales and the programme of work is ambitious	Ensure adequate resourcing and partnership working across both Council and company Escalation process through effective project management to enable issues to be addressed quickly and effectively within both organisations
Lack of understanding and engagement with key stakeholders including staff and service users which could lead to reputational damage for both organisations	Comprehensive and agreed communications and engagement plan to ensure effective and timely communications with all stakeholders and a consistent message
Impact on service levels within Wirral Evolutions during the transition period leading to service failures	Review of the priorities and projects and resources across both Council and company to ensure maintenance of services during the transition
Clarity and accountability for public understanding about positioning of Wirral Evolutions as part of the Council.	Comprehensive communications and engagement plan with branding guidance material to demonstrate service continuity for public understanding under the Wirral Evolutions and Council brands
Negative Impact of changes for the people who access their service which may make them worry and be anxious	The Council will develop a programme plan to manage the stages of changes in partnership with Wirral Evolutions and People who access the services and their representatives.

31.0 Recommendations

After an in-depth Value for Money Review the following recommendations should be made to the Adults Social care and Public Health Committee:

- (1) authorise the Director of Care and Health to extend the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited for a limited period not exceeding six months from the 1 April 2022 so as to enable the effective implementation transition of services currently supplied by the company to the Council.
- (2) approve the transition of services which are currently delivered by Wirral Evolutions Limited to an in-house model of delivery by the Council starting as soon as reasonably practicable with the intention that those services will be fully transferred back into the Council within six months of the 1 April 2022.
- (3) authorise the Director of Care and Health to terminate or allow to expire the contract to provide services to support adults with a learning disability currently held by Wirral Evolutions Limited as soon as practicable after the complete and effective transfer of services currently supplied by the company to the Council.
- (4) establish a Consultative Board with stakeholder and staff membership tasked with oversight of the provision of personalised day services and opportunities for adults with a wide range of learning and physical disabilities, enabling people who access the service and their representatives to have a greater input into the delivery of the service.
- (5) authorise the Director of Care and Health to make all necessary arrangements to insource the services carried out by Wirral Evolutions Limited.
- (6) recommend to the Shareholder Board that the Director of Law and Governance be authorised to progress the necessary steps to transfer Wirral Evolutions Limited's undertaking to the Council, including the cancellation of the current contract with Wirral Evolutions Limited and to consider all appropriate options for the future deployment or disposal of Wirral Evolutions Limited.
- (7) that the Director of Care and Health provide a further report to a future Adult Social Care and Public Health Committee to update on the service transition arrangements.

Title	Value for Money Review: Wirral Evolutions
Report Date	24 December 2021
Author	Joanne Fry, Business Change Analyst

Executive Summary

This report has summarised the findings from three stakeholder surveys (staff, people who access the service, and families, carers and charitable bodies). The report concludes that while there are some quite significant changes that the service would benefit from implementing, the service itself and the staff themselves are vital for the successful service delivery and that the service is providing value for money.

There are frustrations around communication on the part of all 3 audience types, particularly staff. Almost half of staff do not feel that they have been given the opportunity have a say about how the service can be developed or modernised. This lack of opportunity is echoed by people who access the service and their families, carers and charitable bodies.

Another consistent concern across the 3 audience types is paperwork. All three surveys mention staff spending too long completing admin and paperwork and note that it would be preferred for staff to spend that time with people who access the service.

Despite the frustrations, there is a lot of positivity in the survey comments. People who access the service and their families talk about the difference that the services have made to their lives, from a social aspect to their mental health.

There are some ways, from the feedback alone, that the service could potentially deliver further value for money, these include:

- Performance management framework to manage the expectations of the provider and its service;
- Thorough review of funding to ensure that finances are being spent effectively and efficiently, and ensure that funding is allocated according to need;
- Invest in staffing. Running the service on a “skeleton staff” model can result in reduced value for money as people who access the service miss out on activities;
- Consider more outreach activities within the community;
- Promote the service wider to generate income and top-up funding from Wirral Council.

Introduction and Background

Wirral Council is conducting a Value for Money Review as to whether Wirral Evolutions offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities to justify the additional costs of running an arms-length company.

The request for the Value for Money Review was initiated at the Adults Social Care and Public Health Committee on 23rd September 2021. The Review commenced in November 2021, to be concluded by the end of December 2021.

The Review will use eight criteria for the Review: economy, efficiency, effectiveness, equity, strategic value, stakeholder value, social value, and achievability. This report is in relation to **stakeholder value**.

Methodology

Views have been gathered from three stakeholder groups:

- Staff (paid and unpaid)
- People who access the service
- Families, carers and charitable bodies.

The stakeholders were each asked to complete a survey, either online or in paper format. The surveys were available between November and December 2021. The questions asked are available in Appendix 1.

This report summarises the findings from each of the three surveys and conclude whether Wirral Evolutions offers sufficient added value to the Council in the delivery of the contract for day services for people with learning disabilities.

Stakeholder Group 1: Staff

The survey was completed by 98 staff, of which 84.7% (83) were paid, the rest were unpaid. The survey analysis will be split in to six sections: employment, opportunities, wellbeing, improvements, experience, and feedback to Wirral Council.

Employment:

Almost 70% of staff that have worked for Wirral Evolutions for more than 3 years would recommend Wirral Evolutions employment to a friend or colleague. 80% of these staff members reported feeling completely valued or mostly valued in their role.

By contrast, 89% of staff that have worked for Wirral Evolutions for less than 3 years stated that they would recommend Wirral Evolutions employment to a friend or colleague. All of these officers reported feeling occasionally, mostly, or completely valued in their role.

93 of the 98 respondents described Wirral Evolutions response to the COVID-19 pandemic as average, good or very good. 3 respondents described it as poor.

Opportunities:

61% (of the 98 respondents) reported feeling that they have the opportunity to feedback and help shape the support provided; this figure has fallen from 82% in the 2020/21 survey. 52% (of the 98 respondents) feel that they have a say about how the service can be developed or modernised.

Just 15 of respondents reported being delighted with the opportunities that they have been given for training and development. 74 of the staff reported feeling satisfied.

Eight staff said that they were dissatisfied with the opportunities that they have been given for training and development. Interestingly, all 8 of these staff members reported they did not feel that they have a say about how the service can be developed or modernised.

Wellbeing:

73 respondents (74.5%) are aware of the health and wellbeing initiatives on offer, but only 13 of these respondents access the benefits.

Improvements:

Staff were asked "How can Wirral Evolutions improve, and why?". There are a lot of responses, these can all be found in Appendix 2. Some of the consistent comments suggested: better communication and listening to staff; placing a greater focus on delivering in the community and appropriate activities, rather than being based in unfit for purpose buildings with unfit for purpose IT/internet, running activities that are not appropriate; reviewing staffing levels as high turnover/absence of staff affects staffing levels and the ability to run the service appropriately and modernisation of the service.

"Wirral evolutions in order to be more efficient needs a management information system"

"We are letting many down. Many have been in different services over the years and progressed and now they are in dated services with their heads down and have regressed massively. This is almost criminal and devastating for experienced staff who have watched this happen."

"Too much emphasis on paperwork with too many resources dedicated to paperwork instead of being focused on supporting clients and running activities"

Experience:

Respondents were asked "What would you say has been your most positive experience whilst in work and why?". All of these answers can be found in Appendix 3. It was consistently reported by respondents that seeing the people that they support – and that they are happy, enjoying the service, and achieving their outcomes, were the most positive experiences. Respondents also advised that being able to provide an outreach and an in-house service for those they support during the COVID-19 pandemic is something they found positive and felt appreciated for. Other common answers from respondents were around colleagues, they felt that colleagues had worked together well and the support of each other throughout difficult times has been positive, and around making a difference. There were a couple of respondents that reported having no positive experiences whilst in work but did not elaborate any further.

"Working with the people we support has brought me great pride"

“The period of time during the pandemic when the people we support attended alternate weeks so fewer people in each week. Staff actually had the time to chat to people without being rushed or distracted by a million other things, and also better opportunity to provide real person-centred support.”

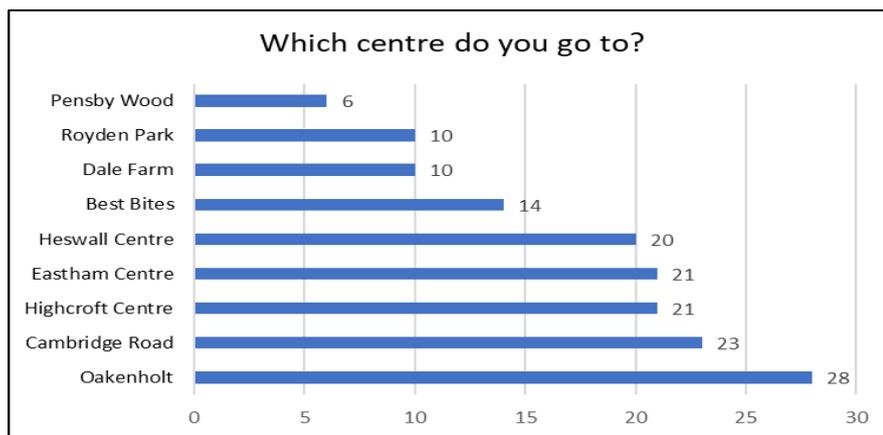
Feedback to Wirral Council:

Respondents were asked if they had any other feedback for Wirral Council. All of the answers can be found in Appendix 4. A number of respondents stated that the service should be taken back in-house by Wirral Council, as staff felt valued and supported when this was the case. One respondent commented *“Public services should never be run by anyone other than Wirral Borough Council. The public have trusted their vulnerable to be looked after by a public body where standards are at the highest, with no incentive other than safeguarding the people we support and adding value to the life a day”*. Roughly the same number of respondents explicitly expressed that the service was better being separate from the Council but that it needed long term investment, clear expectations and objectives of the service, and investment in better buildings and resource (including IT, internet, and staff).

The additional feedback section was predominantly the request that Wirral Council acknowledges how important day services are for the people that receive support. Respondents generally acknowledge that there are issues, some of which affect staff (for example service reviews, unclear policies, inconsistent terms and conditions, and too much paperwork which distracts away from delivering the service itself) but ask Wirral Council to recognise that the service is essential for some of the most vulnerable people in society.

Stakeholder Group 2: People who access the service

The survey was completed by 155 users of the Wirral Evolutions service. 153 of respondents recorded which centre they go to. The survey provides representation of nine Day Centres.



The survey analysis will be split in to four sections: enjoyment and voice heard, improvements, impact of the service, and feedback to Wirral Council.

Respondents were asked, on a scale of 1-10 how likely it is that they would recommend Day Services to a friend (with 1 being not likely to 10 being very likely). 94 respondents answered 10-very likely. 49 respondents answered 7-9, and 8 respondents answered with 5 or less. 4 survey respondents did not answer.

Enjoyment and voice heard:

Of the 94 that would recommend the service to a friend, 81 respondents answered no lower than 8 in any of the three questions asked (the other questions being 1. *On a scale of 1-10 how much do you enjoy activities that Day Services offer?* (1 being not enjoyable to 10 being very enjoyable) and 2. *How much say do you feel you have in your own support* (1 being no control or say over my own support, to 10 being full control or say over my support).

Overall, for the question *“How much do you enjoy activities that Day Services offer?”* 90 (58% of all) respondents answered with a 10-very enjoyable. This is slightly lower than in the 2019/20 survey when this figure was 63%.

Of the 8 respondents that answered with 5 or less when asked if they would recommend the service to a friend, five answered 6 or below when asked how much they enjoy the activities on offer, and six answered 6 or below when asked how much control they felt they had of their support.

Interestingly, three of the 8 that answered with 5 or less when asked if they would recommend the service to a friend reported that they do enjoy the activities the service offers (answers of 7, 8 and 9). Two of the 8 answered that they are in full control of their own support (answers of 9 and 10).

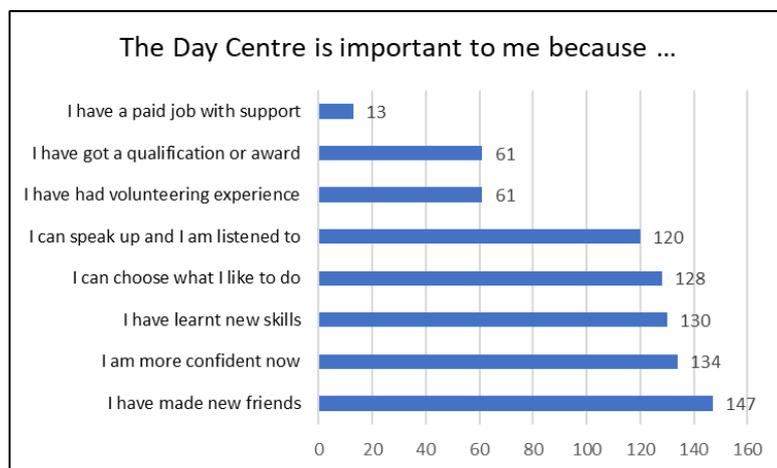
Improvements:

Respondents were asked “What can Day Services improve?”. There were many comments that reported being happy with the service as it is, but there was an overwhelmingly consistent message that there needs to be more activities, the service should be more community based, and access to reliable transport is needed. Not all centres are accessible by public transport. A number of respondents would like to have more say over their support.

A couple of suggestions made when asked for improvements included having animals in the centre, having more life skills training, a wider range of activities available, and day trips for all users of the service. All answers can be found in Appendix 5.

Impact of the service:

Respondents were asked why the day centre is important to them. 154 of the 155 respondents completed this question.



There was also an option of ‘other’ where respondents could provide free-text comments. All of these comments are in Appendix 6.

Feedback from the ‘other’ comments was overwhelming that the Day Centre is important for respondents as it gives them routine and structure, as well as a social life, and a change in environment from home. Respondents feel valued and safe and enjoy that the Day Centres give them their independence. There were however some comments from respondents to say that they prefer being outdoors and the only advantage of the Day Centre is having a roof overhead when there is bad weather.

“My day centre is like a second family to me, I look forward to joining my friends every day, they are very kind and respectful of me.”

“No benefits other than roof over head in the bad weather. Only cater for more able bodied as far as I can see or hear about.”

“I love going to the day centre as I have made lots of new friends and do lots of different activities. I only have to get one bus to Oakenholt but if I had to go somewhere else like Heswall I would have to get two buses and could not do that. This would probably result in me going in a home as my carer is disabled and would not be able to manage.”

The survey asked “If there were no Day Centre Services, what do you think you would do instead?”. There were 147 comments returned, these can all be found in Appendix 7. The majority of comments were that there would be nothing else for people to do as other services do not meet their needs, so they would stay home. Other feedback suggested that people would suffer with missing their routine, their friends and the activities. Family would be relied upon and potentially have to leave work to care for the people who currently access the service.

Feedback to Wirral Council:

Respondents were given the opportunity to provide any feedback to Wirral Council about Wirral Evolutions Day Services. All responses can be found in Appendix 8. A summary of the feedback is that there are problems with the service, for example:

- The service does not cater to all users' needs
- The buses are unreliable due to breaking down
- Inefficient use of resources
- Poor communication
- Staff spend too much time doing paperwork.

However, respondents mostly talk about how invaluable the service is to those who use it. The service is described as a "lifeline" that gives people confidence, friendships, support, education, and a purpose. Several respondents expressed their concern around new changes, from new locations to new staff.

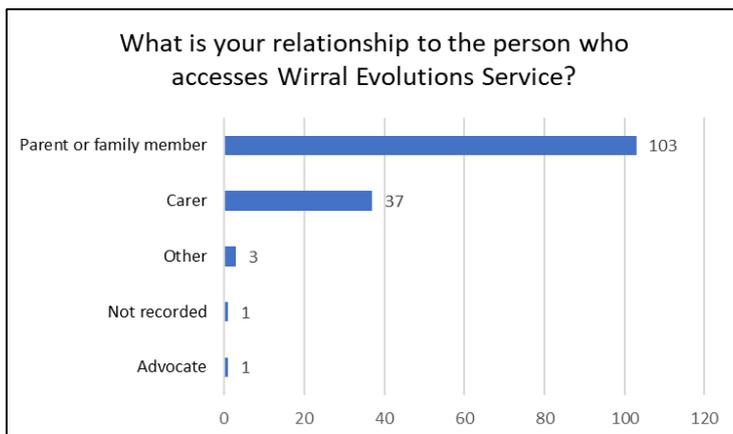
"Highcroft staff care deeply but to me as a parent it's just a building where he's so bored he wants to leave to go walks around the garden. He may not be able to talk but his response to sitting doing nothing would be he wouldn't miss it at all."

"I do not want eastham centre to close as it would upset me a lot because I don't like change and I trust the people I know and I would self harm if I could no longer go there as I am a person of routine and I don't like change at all."

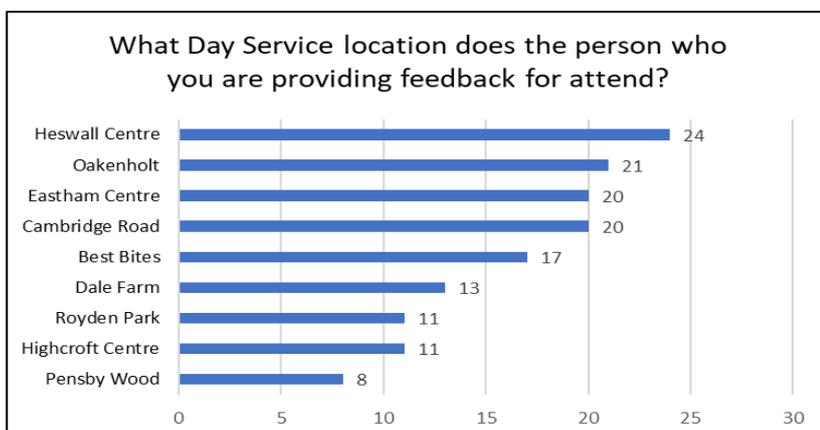
The contrast between the two comments above shows just how important it is to get the service delivery right, which the survey results suggest Day Centres do not do all of the time for all of the people they support.

Stakeholder Group 3: Families, carers, and charitable bodies

The survey was completed by 145 advocates, parent or family members, carers, and others.



Survey responses represented nine Day Centres. Below is a breakdown of which Day Service locations the respondents were providing feedback for:



The survey analysis will be split in to six sections: satisfaction, voice heard, relationship with Wirral Evolutions, improvements, experience, and feedback to Wirral Council.

Satisfaction:

When asked “*Would you recommend Wirral Evolutions Day Service?*” 139 of respondents answered yes. Three respondents answered no, and three did not respond.

Of the 3 that did not answer this question, 2 of them reported feeling that the person accessing the service is dissatisfied. Two of the 3 respondents that answered no to the question reported feeling that the person accessing the service is satisfied most of the time, the other felt that the person accessing the service is satisfied all of the time.

Respondents were asked “*Do you feel that the person who is accessing Wirral Evolutions is satisfied with their current service?*” 45% of respondents reported they felt the person was delighted and 32% felt that the person is satisfied all of the time. Just under 21% felt that the person is satisfied some of the time, and 2% felt that the person was dissatisfied. One person did not respond to this question.

Voice heard:

The majority (68%) of respondents feel that they have been given the opportunity to have their voice and opinions heard by Wirral Evolutions all the time, or very frequently. The percentage of respondents feeling that they have been given the opportunity to have their voice and opinions heard by Wirral Evolutions only occasionally / very infrequently remains significant at 28%. Five respondents (3%) feel that they have not at all been given the opportunity to have their voice and opinions heard by Wirral Evolutions. Two respondents did not answer this question.

Relationship with Wirral Evolutions:

The majority (74%) of respondents rate their relationship with Wirral Evolutions as either good or excellent. Just under 18% rate the relationship as reasonable. Six of the 145 respondents rated their relationship as poor (3 of the 6) or non-existent (3 of the 6). Interestingly, these 6 respondents do not positively report feeling that they have been given the opportunity to have their voice and opinions heard by Wirral Evolution (3 answered not at all, 2 answered infrequently, and 1 answered occasionally in that question).

Just under two-thirds (63%) of respondents feel that Wirral Evolutions, as a company, are very or completely transparent and open with them and more than a third (31%) feel that Wirral Evolutions are reasonably or a little transparent and open with them. Five respondents (3%) do not feel that Wirral Evolutions have been transparent or honest at all with them.

When asked how respondents rate Wirral Evolutions Services, more than half (54%) answered excellent, 30% answered good, 8% answered reasonable, and 1 person rated it poor.

Improvements:

Respondents were asked “*How could Wirral Evolutions improve as a company and why?*”. All responses can be found in Appendix 9. The strongest messages coming back from the feedback were around the company could promote its service more and do a lot more outreach work in the community. A number of comments referenced broken promises and highlighted that the service users need consistency and continuity and so having promises broken (for things such as building improvements) is disappointing.

There were a lot of comments that advised no further improvements were needed. Where suggestions of improvements were made, the availability and range of activities, and communication were often raised, as was seen in the other two surveys too.

“I feel the staff have to do too much admin work which takes them away from assisting the attendees.”

“When promising improvements or new ventures - sticking to them is really important and this needs to be improved.”

“Have more communications with day centres staff, parents & carers as they have more knowledge than most about needs of people attending day centre. These people would help more than most to improve the company care.”

Experience:

Respondents were asked “*What would you say has been your most positive experience with Wirral Evolutions and why?*”. All of these answers can be found in Appendix 10. The overwhelming response was experiences with staff. Staff are described as dependable, excellent, positive, well suited to the role, committed, caring, friendly, aspirational, compassionate and invaluable, among other things.

It is clear from respondents' answers that the response to COVID-19 was positive. They show the recognition and appreciation of respondents. Check-ins were the most mentioned form of support mentioned for this period of time. Other feedback of the most positive experiences were when people who use the service go home happy and confident, they look forward to attending, and parents/family members feel that their loved one is safe.

"My son meets his friends everyday in a safe and supportive environment. He is able to use his electric wheelchair that gives him some independence that he is unable to achieve elsewhere. All staff are caring and approachable."

"My most positive experience is the current staff & most are the original staff previously employed by the Council. I am not familiar with any of the Senior Management from WE. I don't recall ever being invited to meet those running & responsible for the organisation. I have a good open relationship with the day centre but not directly with management of WE."

Feedback to Wirral Council:

Respondents were offered the opportunity to provide additional feedback to Wirral Council – all comments can be found in Appendix 11. A lot of the comments asked for more funding for the service and expressed that a longer-term contract would give peace of mind. A small number of respondents felt that the cost of the service was unfair and that some activities are too expensive. It was again acknowledged that centres need to be promoted better. Without the service, many respondents stated that the people who access the service would be stuck at home, would not have the social skills nor confidence that they do now, and would not leave the house. Some comments that particularly stand out are:

"Wirral Evolutions is a success story for Wirral and should continue to be supported by Wirral council."

"Every effort should be made to promote the centres as a viable option to meet the future needs of clients approaching transition. The centres offer independence away from parents, stop clients from isolation and can offer friendships that can extend outside the centres. They should be able to offer a wider range of activities promoting independence and confidence."

"I have been at Eastham centre since I was 18 and am now 43. I class Eastham as an extension of friends and I would be upset if it EVER closed."

Appendix 1

This appendix provides the questions that were asked in each of the three surveys.

Staff	<ol style="list-style-type: none"> 1. Are you a paid or unpaid member of Wirral Evolutions workforce? 2. How long have you worked at Wirral Evolutions? 3. Would you recommend Wirral Evolutions employment to a friend or colleague? 4. How valued do you feel in your role? (Choose from following) [<i>Not valued / occasionally valued / mostly valued / completely valued</i>] 5. Do you feel you have the opportunity to feedback and help shape the support provided? 6. Do you feel that you have a say about how the service can be modernised? 7. Are you aware of the health and wellbeing initiatives on offer? 8. Do you access any of the health and wellbeing initiatives on offer? 9. How satisfied have you been with the opportunities for training and development? (Choose from the following) [<i>Dissatisfied / satisfied / delighted</i>] 10. How can Wirral Evolutions improve and why? 11. What would you say has been your most positive experience whilst in work and why? 12. Do you have any other feedback to the Council? 13. How would you rate Wirral Evolutions response to COVID-19? (Choose from the following) [<i>Very good, good, average, poor</i>] 14. Which centre is your main work location?
People who access the service	<ol style="list-style-type: none"> 1. How likely is it that you would recommend Day Services to a friend? 2. How much do you enjoy the activities Day Services offer? 3. How much say do you feel you have in your own support? 4. What can Day Services improve? 5. If there were no Day Centre Services, what do you think you would do instead? 6. The Day Centre is important to me because ... (Choose from following) [<i>I have got a qualification or award / I have a paid job with support / I have had volunteering experience / I can speak up and I am listened to / I am more confident now / I can choose what I like to do / I have learnt new skills / I have made new friends / other</i>] 7. Which centre do you go to? 8. Is there any feedback that you would like to provide to Wirral Council about Wirral Evolutions Day Services?
Family, Carers and Charitable Bodies	<ol style="list-style-type: none"> 1. What Day Service location does the person who you are providing feedback for attend? 2. What is your relationship to the person who accesses Wirral Evolutions Service? 3. Would you recommend Wirral Evolutions Day Services? 4. Do you feel that the person who is accessing Wirral Evolutions is satisfied with their current service? 5. Do you feel that you have been given the opportunity to have your voice and opinions heard by Wirral Evolutions? 6. How transparent and open do you feel Wirral Evolutions are, as a company, with you? 7. How would you rate your relationship with Wirral Evolutions? 8. How would you rate Wirral Evolutions Day Services? 9. How could Wirral Evolutions improve as a company and why? 10. What would you say has been your most positive experience with Wirral Evolutions and why? 11. Is there any feedback that you would like to provide to Wirral Council about Wirral Evolutions?

Appendix 2

This appendix includes the free-text answers from the question “How can Wirral Evolutions improve, and why?” in the staff survey.

- Growth of opportunities to enable more sustainable life skills for people with a disability
- Recruit more skilled based volunteers across the whole service
- The service needs to modernise and have a greater community focus with services for people with a learning disability integrated into the community. The company needs to diversify into other social care markets to allow for growth and income generation. The expertise and professional standards of staff is excellent, and they are needed in the Wirral social care market, where standards of professional care are lacking. The company has a strong foundation in this area, and we could lead the agenda of improved standards.
- The building that we lease from the council is not fit for purpose due to the constant issues with the roof and heating. We can lack resources; however, we are slowly acquiring the items that we need. Staff at service support level need more responsibility to take the load of service coordinators this team leaders. This would then provide service support with accountability and more room to progress within the company. I feel Wirral evolutions would benefit from a fundraiser to try and get the additional funding that we require and an admissions officer that would try and get private payers within the company. Wirral evolutions in order to be more efficient needs a management information system, which I am aware is in the process of being trialled/ acquired. The IT/ WiFi also needs an improvement again this would increase productivity.
- Update the buildings and facilities
- Get the costings for services to pws correct based on level of need to enable value for money as some pws have more or less dependency than others yet the charge is same for all
- Sort the IT in buildings so its fit for purpose
- More acknowledgement needed for staff that are consistent in attendance and practice
- Look at the attendance management policy it's too lengthy to act upon and confusing to implement
- Improve communications from the chief exec and the board
- Look at staffing levels ...when staff are off on long term sick this impacts greatly on staffing levels
- Improve transport to enable each site the same access to engage in community
- They need to be open and honest and not give false hope to staff also up to date equipment for the PWS and need to modernise the service
- Communication to staff from management has been slow and initially lacking. Meaning staff feel that they are the last to know, demoralised and that they are not valued. More minibuses to enable us to transport the people we support to community activities. Management to come and spend the day in centres shadowing what the staff are actually doing, to understand their job roles better. All staff to have the same pension, sick pay and holiday arrangements rather than the unfair two-tier system that exists. Are newer staff less valued? To move away from the idea that every person we support must make measurable progress as life and experiences are not all about progress!
- Future stability will enable the company to provide further opportunities to staff.
- Administration training especially around the portal. This would enable admin staff and team leaders to fully access the information on the portal.
- Supporting the development of the people we support to help further integration into the community.
- Offer some independent/ supported living training/support for people wanting to move out of the family home.
- Broaden the availability of training for the people we support across the different services.
- Continue to embed the volunteer framework
- Be more transparent & improve communication
- Service delivery needs to move more into the community in hubs in sports locations, community centres and other relevant locations.
- Take the additional work given to managers and team leaders e,g finance costing, contracts for people access service, invoices for people access service, record logs for covid test etc which will free up time to help move service forward.
- I think the company should move towards activity focused rather than location focused - I think in day services in general there is a very traditional view of location based and this needs modernisation
- I feel as though Wirral Evolutions should be more transparent as an organisation and include staff members in decision making processes rather than making management only decisions. I feel as though this would widen the viewpoint of decisions and help to properly shape the company in a way that works for everybody.
- Better building more modern more investment in the buiding and resources to be more like pensby wood.
- Listen to staff who work with pws
- We need to look at the restructure of our service to deliver a service to move with the times and protect us for the future. Building's need to be repaired and invested in due to them being old and in disrepair for the people we support.

- Update and inform staff of changes. having enough computers of keyworkers to work from
- Have more staff as at times it has had an impact on the service when staff on leave or sickness.
- I Feel with more opportunities and integration into the community Wirral evolutions will progress and move forward as a company
- Keeping staff updated with plans ahead, not closing establishments, without a good outcome on what is to happen with that Team of staff as this de-motivates and makes there self-esteem become low and can impact on other services.
- Communication is hugely important. I propose being sent to update my MAKATON COORDINATOR training so I can cascade these skills to the teams across the services and enable this form of augmentative communication to flourish once more. I believe each service and their staff teams and PWS's would benefit hugely from this and W E would save a huge sum of money by training me to do the job once more instead of paying for huge numbers of staff to be trained.
- Staffing levels and resources.
- sort the agency staff out
- more diversity in the people employed. demograph of population
- More communication from senior management to service support so that we know what is happening.
- Better hour for staff. longer hours. A lot of staff leave at 3pm which is the time when all people we support exit the building. More communication between management and staff. no one knew self-serve had been updated i was trying to get on it for a couple of days. Make job who are acting up permanent if they are doing a good job.
- Improve I.T.
- Listen more to staff and their opinions be more honest with information
- Continue as a Company, do not go back to the Council
- There seems very little point in answering this question. Proposals have already been put forward for suggested improvements, modernisation, etc - perhaps if we were actually allowed to implement some of those rather than being bogged down in a plethora of reviews, that would be a start.
- Be more open and transparent in their decision making. Too much secrecy with plans moving forward
- Develop and expand the company
- Roll out of a Management Information System to improve quality and accuracy of data collected, inputted and analysed. Performance Management Framework with clear objectives and targets for staff that feed into the overall business aims and objectives.
- Transparency required. Not all information gets to staff, noted through plans of restructure.
- Listen to the people who are actually working and delivering the service. Don't take it for granted the people we support are happy sitting clapping hands and singing nursery rhymes often they know no different they think it's the 'norm', often because families are frightened to let their loved ones move on.
- Please give them new experiences, allow them to succeed We are letting many down. Many have been in different services over the years and progressed and now they are in dated services with their heads down and have regressed massively. This is almost criminal and devastating for experienced staff who have watched this happen.
- The people being listened to are not the people actually working alongside the people we support. These people are also also very good at delegating all their own work to the overworked office /floor staff !!!!
- We are the ones papering up the cracks all the time and not getting any recognition from middle management. Transparency is always a word that will has been thrown about by COUNCIL LEADERS, WBC MANAGEMENT & now WIRRAL EVOLUTIONS MANAGEMENT but once again things go wrong & the doors are slammed in our face. Wirral Evolutions and WBC please stop threatening by cutting our pay or hours ,you know we are the actual people who do care and you.play on that.
- Be honest and true who were the people travelling to work during covid putting ourselves at risk .
- During covid you made us travel to empty building s against Government Guidelines, we sat together in the cold for hrs
- We were also volunteered by wirral evolutions with no discussion to attend other services
- Pay scales need to be looked at and work delegations. Paperwork being completed which noone ever has and never will be looked at taking us away from the people who require our support.
- Vocational Services are achieving outcomes and PWS making goals .
- Heswall Centre is not what the Best Bites PWS were promised and they need to be given the service they deserve.
- Listen and communicate, instead of just ticking boxes.
- Company says its high on equal opportunities legislation. However, this is not true, and this shows with the amount of staff that wish to leave and retire. Positions have been given to staff with no interview process or relevant expertise in that sector! Its not person centred as it states to Service Users. Activities are pushed onto them which are educational or age inappropriate where the service user has very little interest which can have detrimental outcomes on the individual.
- By listening to the people we support more

- For them to be open and transparent as we have all been left in the dark over most things.
- The company should be more open with staff
- The company need to appreciate the work staff do and give positive feedback. Team meetings can sometimes be negative Too much emphasis on paperwork with too many resources dedicated to paperwork instead of being focused on supporting clients and running activities. Staff numbers actually supporting people is often stretched to allow for paperwork. Paperwork seems to be more important than people. Managers should spend more time on the floor rather than office based so they understand the demands of the job and can see what resources are needed and where. More quality equipment is needed to run activities including each Centre having their own bus to allow community activities for PWS . It would be nice to see Managers and Board Members being visible in the Centers rather than remote in the Grange. I think there should be quality audits on the activities and support we give to PWS day to day not just audits on paperwork and files.
- By involving the service users more with decisions and staff also as i feel staff are kept in the dark with a lot of decisions. The decisions are already made before it reaches staff and service users from past experiences
- Communication because there is absolutely none
- Stop adding more staff at the top of the ladder and spend the money on keeping our services safe
- The Board to be a lot more visible in all services, not the same ones all the time. Staff need to see a presence
- Communication
- They need to listen to the work force more around what the people we support need and would like.
- Keep weeds from getting out of control. saw up logs into smaller easier to lift chunks. grade the impossible to split logs out at point of delivery.
- Sometimes the vegetable plots get very overgrown . This must have an impact on the service users when they see their hard work swamped out with weeds. Perhaps I could suggest that some of the plots be grassed over and then more time could be spent keeping the 'active' plots in better shape.
- By providing more community-based activities and moving away from building based.
- Training events/ meeting and visiting other card providers
- More guidance we are only volunteers with a small amount of experience, nobody gives much guidance when we are given instructions as to our job that shift. We should be informed to the capabilities of the students. We need to have staff who know what how much we give to the students. A bit of a thank you does go a long way
- Perhaps make more use and skills of our volunteers know we love the marvellous work Stephen and garden volunteers had done but I would be lost there like to see something for us to do.
- Treat volunteers with a little more respect
- I'm new. I have not enough experience to form a strong opinion
- I just started volunteering six weeks ago. It is far too early for me to make any recommendations for improvements at this stage. Because of this, I could not answer the previous question appropriately either. Thus, the previous question could benefit from a "not applicable" or "don't know of any" option.
- Increased involvement from people supported eg place on Board
- Listening more to staff on the floor. taking more notice of their views and ideas
- If bigger contracts were given to staff
- Communication and value staff
- Communication and value people /staff
- I think the communication is very poor the sharing of information is not great,
- I feel there is no leadership and continuity of service delivery, despite plenty of effort to be made to have all services following the same guidance service are all running very differently and what practice happens in one service doesn't mean it will be the same in the other.
- I feel during these recent times of staff shortages there is no unity within the services ie some service having more staff when some are struggling we all work for the same company this should be balanced out to meet the needs of all the services.
- Being open and honest, keeping us up to date with information. we don't see the board and how they have improved us.
- Open honest transparent
- The board can save money in many ways. Paying for their own lunch would save a fortune. Never see the board or what they have achieved as it stands staff believe nothing."
- Communication. Relating information from meetings held back to staff.
- No comment
- Open honest transparent
- Better communication
- Transparency would be very helpful
- More communication
- Communicate better and appreciation to staff

- In order to improve Wirral Evolutions need long term support and commitment from Wirral Council not only financial. Working together towards main outcome which is supporting vulnerable people of Wirral for whom this service is so important.
- Less bureaucracy less paperwork less time spent on files and more time with the people we support I know the files have to be a certain standard but the people we support wants us staff to be with them doing activities they are not interested in their files
- Communication had been an issue about what was going on within the company & keeping us up to date, but that seems to be resolved now with the monthly "Workforce matters" news sheet.
- They need to acknowledge we run on a skeleton staff team. Our center activities are based on this quota. Therefore when we have 1 staff on holiday 1 staff off sick 1 staff on paperwork and a designated domestic we have lost more than 50% of staff and we are unable to maintain standard of service. I feel we are taking one step forward and two steps back for past 2 years. Training & paperwork take priority over the quality of service we deliver to our people. Management are out of touch with the challenges floor staff face on a daily basis. Often because everyone is too busy to find the time. Communication is poor for the same reason.
- Not sure
- Concentrating not on the board and senior management whilst looking to cut the wages of the people who do the real work whom work directly with the people who need the service.
- Stop creating more work and jobs in head offices and give the people who come to our services more staff on the floor.
- Understand the real daily demands/ pressures running a service takes on the staff.
- Head office to come and actually work with people for a period time to enable them to really see what happens each day!
- Give staff realistic opportunities to develop skills
- Career progression path with training for people wanting to develop
- To understand what equal opportunities really means!
- To not shortfall on brand quote of WE all in this together when people clearly don't see this as a transparent and equal organisation.
- Some of the questions don't allow for anything other than Yes or No
- IT training for less computer competent individuals
- not sure at the moment
- Listen to the staff on floor spend time with the people we support and not just planned visits or surveys

Appendix 3

This appendix includes the free-text answers from the question “What would you say has been your most positive experience whilst in work and why?” in the staff survey.

- What would you say has been your most positive experience whilst in work and why?
- Placing the people we support at the heart of everything we do
- Being able to have the opportunity to put something back. Using my skills and experiences to upskill people with a learning disability
- Seeing some of the amazing outcomes we deliver for people with learning disabilities. The Company response to COVID, redefining services, utilising technology to connect and deliver service throughout. Being one of the first day service to reopen its doors after the first lockdown.
- I have had many positive experiences. The most important are that the people we support are happy and satisfied with their activities, meeting their outcomes and thriving. Some of the pws have had reduced behaviours of concern by implementing PBS plans, reward systems which also has supported at home. Eg. A pws had not slept all night for years with the implementation of a reward system at the centre and consistent support he has now began to sleep through the night and parents have also noted a reduction in behaviours. He is prescribed PRN and has not had any administered this year and I have requested a review of the medication. Positive feedback was given by his parents which to me is total job satisfaction as it is making such a valuable difference to not only the pws but his parents too.
- Seeing behaviours of concern decrease and happier times within certain groups whilst we were operating smaller groups
- Helping the PWS through the awful covid times while they were at home when they didn't have their service
- When people I support, enjoy the activities and experiences that I have created or supported them with. When they are happy and proud because of something they have done.
- Hearing about the good work that happens in the centres and realising the impact it has on people's lives.
- Although I don't work directly with the people we support but being able to interact with them in the centres and see them develop in confidence in all sorts of aspects and be part of that process is so humbling and rewarding.
- Supporting people with a learning disability learn new skills
- Development of the clients I support, through progression.
- To be a facilitator for the people who access services to get the right level of support to engage in social activities they choose, enjoy and develop their skills in.
- I have worked for Wirral Evolutions twice, 2015-2016 and returned in 2018 until present. My experience since returning has been much more positive, I feel lots of improvements have been made and the company has been moving in a better direction.
- The most positive experience would be seeing the people that we support on a daily basis and working with them to achieve outcomes. Many people we support had so many setbacks because of COVID.19 and need a lot of support to build back confidence and continue reaching goals. The Day Centre's and vocational support is the only thing that some of the people we support have on offer in terms of being integrated with the community.
- Working with the staff who are 100%, everyone is lovely and so supportive. I could not ask for better. I have really enjoyed my time working at Eastham Centre. I cannot pinpoint one exact positive experience.
- Watching pws gain confidence
- Being able to offer an outreach and in house service for those who needed during the first lock down of the pandemic.
- The great feedback from the p.w.s
- Over the lock down when on outreach, being appreciated for the support.
- Acting up as Team leader allowing me to grow and gain knowledge and skills from the role
- Staff majority have been proactive with the people who use the service especially when there has been setbacks and confused messages regarding future developments of service. They have not let this impact on working with people. and remained professional
- The staff team and the teamwork and support from the managing team.
- I strive to make every day positive
- The way the team has worked together during the pandemic. Offering support to one another.
- I like most of the changes
- Enhancing the people's lives that we support through sport, seeing people do things they thought wasn't possible
- I enjoy doing the pamper sessions with PWS and getting positive feedback from them that they are enjoying the sessions that I have delivered, particularly those with PMLD.
- I really enjoyed moving to eastham and feel really valued and part of the team.
- Good support from management team
- Within centre being supported and encouraged to be more confident in my job role
- Working with the people in the service and volunteering

- Involvement with the SUBH Group - seeing positive development in the people we support, in spite of the Covid pandemic
- Moving from the council into the company
- Total support from team leader and manager on a personal and professional level.
- Noted and encouraged by team leader and manager of qualities and capability to further oneself.
- Gained a lot of knowledge over past two years supporting people with pmlid.
- Rewards from interaction of people we support by implementing specific activities designed to benefit. Just a shame hydro pool which is one of the best interactive fun and a positive outcomes around health and relaxation is currently out of use.
- Sometimes a little intense which can impact on staff morale.
- Overall listened to with concerns raised and acted upon for best outcome whether negative or positive
- Open door policy which is a positive.
- When the people we support achieve and reach their outcomes and goals. Love to see them grow in confidence.
- When I have felt I have made a difference with people I support.
- Hard to answer in all honesty.
- Working with the people we support during covid. They were amazingly adaptive to all the changes
- Centres not closing
- Supporting PWS is a privilege and a fantastically rewarding job. More staff totally focused on delivering the job role with quality equipment and activities are needed
- My most positive experience has been the teamwork and support of colleagues throughout very difficult times and a lot of uncertainty
- No at all
- Working with the people We support has brought me great pride
- The support I have received from my colleagues and management team when I have needed them.
- Supporting the people we support to reach their potential.
- Working with people
- I was more positive when we were in lock down. As I found the people we support got more out of being at the centre's dew to smaller number groups and more interaction with staff.
- The service users are really fun to be with
- Despite all this the service users are wonderful personalities- I really enjoy working with them
- Making a difference
- The period of time during the pandemic when the people we support attended alternate weeks so fewer people in each week. Staff actually had the time to chat to people without being rushed or distracted by a million other things, and also better opportunity to provide real person-centred support.
- I continue to be positive with the changes to the service. We have been through difficult times. We are looking forward to meeting a new staff team to help use move forward.
- I have enjoyed every minute I am there, the students are fabulous and getting to know their characters and problems they face is a great honour, and they love being there. I work with a great gang of volunteers.
- It was at one time watching the students doing their best in the kitchen, making scones cakes etc lunches now it's all gone feel I can see it all going backwards
- Helping clients and see their happy faces
- Spending time with service users outdoors.
- I am still in the phase to collect my first impressions and cannot answer this question at this early stage. So far I enjoyed every second of my volunteering experience.
- Everyone is so welcoming and friendly, working at Dale Farm has been great in learning new skills and also helpful for my mental health. It's a wonderful place and it feels like a big family.
- As a volunteer I value the support I receive from onsite staff
- Supporting self-advocacy group and seeing confidence and growth
- Working with a range of individuals with learning, "differences."
- Providing service for those who need it most
- Since starting my new role at Best Bites
- None
- None
- I enjoyed being given the opportunity to act up in a different role and service, I feel staff should be moved about, this is both good for the staff and people we support as new ideas and experience can be achieved with fresh eyes.
- Through the pandemic, I thought that we delivered a brilliant service to the most vulnerable
- When I'm making people we support laugh or have a good time, not form filling and other bureaucracy taking quality time away from the people
- Covid
- Morning in bloom

- Working at Royden Park
- Working with people I support
- My positive experience has been to support people with a service during lock downs
- Able to see the massive different, personal development, confidence grow of people we support in Wirral Evolution. This could only be able to be achieved thanks to dedication and hard work of professional staff of this organisation and support from management team. People we support have achieved so much during last 5 years from personal development to employment opportunities.
- Making a positive difference in the people we support lives because it gave me great job satisfaction
- Working with & supporting the people who use our service
- I feel positive when I arrive at work and no one is off sick, or on training or paperwork or domestic duties, the minibus is working, and we have enough staff to support our people needs. Unfortunately, this scenario occurs more frequently than not.
- Working with service users
- Supporting the people through covid
- Working through covid
- Giving people real working opportunities"
- Being part of a good team
- Being around people
- Supporting the people and getting their feedback and knowing they enjoy what we do.

Appendix 4

This appendix includes the free-text answers from the question “Do you have any other feedback to the Council?” in the staff survey.

- Invest positively a 5 year contract to Wirral Evolutions Adult Day Services. Acknowledge publicly the excellent value and work Wirral Evolutions brings to the people with a learning disability. Be proud of the company you own. Enable them to flourish by removing the blockages to development.
- Give the company a chance - with the new leadership, strategy, values and outcomes put in place whilst responding to Covid -19 the company needs to be given a chance to grow and develop
- I joined Wirral Evolutions 3 years ago and was appalled at the lack of governance the Council had in relation to the company. From its establishment to February 2018 when I joined the company had coasted. There were no KPIs , no Service Level agreements, disputes in relation to asset maintenance and management. I would be advising the Council as the Shareholder to set clear objectives for the Managing Director, Board and Senior Leadership team including most importantly an expectation of business development and growth. In addition the commissioner of the services should have a robust performance management framework that has equal focus on outcomes as well as outputs.
- I feel that Wirral evolutions provides an outstanding service to the pws, which is a lifeline not only to the pws but also their parents and carers. Another example, a referral for a pws has just been accepted. He is 20. His mum has 4 other children under the age of 12 and she has never had 1:1 time with those children due to her sons complex needs. By providing him a service now in half terms she is now able to give her other children the time and attention that they deserve. The impact this will have on his mum and siblings is immense. She has now also been able to get herself a part time job and start to feel like a person rather than “K’s mum and carer.” This is priceless and a price cannot be put on this. I urge Wirral council to not just look at the finances but to realise and appreciate we are supporting the most vulnerable people in our community that are at increased risk of isolation, loneliness and a decline in their physical and mental health should we not be able to continue to deliver the services we currently are. I feel since I have been employed by WE in the past 3 years the service has changed dramatically and we are striving to continue to improve the quality across the service. I feel that if we are allowed to continue that we will be one of the best providers on the Wirral. Karen Smith has been instrumental in the vast overhaul of Wirral Evolutions and deserves to be commended for her attributes. I have never worked within care at a place like WE. All the pws are incredibly happy. I pride myself that we are diverse, person centred and support people to the best of our ability to meet their personalised outcomes.
- Stop passing the buck give a clearer plan on what the council expects of services to the more vulnerable
- The way staff have been treated over EVR and giving false promises over this when staff have made future plans around this
- The people we support live coming to the centres. Many of them call it “going to work”. Wirral evolutions centres are a community where the people we support are valued, have friends and are free to be themselves. I am proud to support them in this.
- The service needs modernising and the council needs to be courageous and brave and committed to doing justice to the people we support and press forward with creative and sustainable change that adds value now and into the future for this service
- Help the company by allowing them to get on
- No
- I fully understand and at times can see why you have issues with the governance of Wirral Evolutions. however, why are these issues not being addressed via the H/R process? I feel if you use this process to deal with issues, it would stop people who access service and staff going through this unnecessary stress.
- I would like the Council officers to request for staff to volunteer to be part of a working party to put together a plan/vision of how the service will look in two years for now. but if you do this can they group meet after 3.30 as staff cannot be freed up before this without impacting on the service delivery.
- I think the council needs to look at where day services were in 2015 compared to now. I feel the council has not acknowledged the changes made, or the fact that there is much more person-centred service. The focus from the council seems to be on money and not people in its view of the service
- I think that the financial situation needs to be sorted out in general, however it is very unfair to constantly keep pulling money from the health and social care sector. The people who access these services are one of the most vulnerable groups in society and, in my opinion, deserve to have a good amount of the budget set aside so that they can enrich and enhance their lives like we all wish to do ourselves. I find it completely and utterly disappointing that this situation has come about yet again.
- Personally, I think we should stay as Wirral Evolutions as the council is hard up and we will not get anything that we need. We would get more done staying as we are.
- This is a needed service, that helps to enrich people’s lives
- To take in to consideration your work force and for this to be highlighted in the restructure, no pay cuts or job losses.

- Better support with repairs the buildings
- I feel that the people we support benefit from the service and have grown and developed
- Buildings need to be looked at they are so outdated that are rented to WE if it was a school on the Wirral the parents would be horrified, They also have care takers to look after their concerns in buildings when its an extra for the Teams to sort with help desk. at WE.
- The council, unions and WE need to work better for the staff and to pull together and modernize for people with learning disability. I know we need to use the community as we used to use it a lot ,However we still need buildings for weather change and activities that have been closed in the community. The majority of the people who use the service can be very vulnerable."
- Please invest in our service. For years, we have been the Cinderella service, at the back of the que for funding, whilst investment is lavished on what I would describe as WOKE projects, pandering to such things, which infuriate the vast majority
- Day centers are very important to people who require support and want to be involved and be part of the community
- The building needs updating as for example roof leaking. This affects the PWS with heart and breathing issues. The service is valuable for parents and carers.
- na
- Give us a longer-term contract so that we can all stop stressing
- Yes - all WE staff at all locations could achieve a lot more if not hampered by constant IT issues... even just accessing this survey being one example - random problems which seem to 'do the rounds' within a building, affecting different members of staff or groups of staff in turn, things which work one day but not the next - that sort of thing...
- If EVR has been offered to Wirral evolution work force. It should be honoured. Not taken away 2 years down the line
- Need some certainty for the future.
- Let the management get on with managing the company
- Feel that sickness procedure needs reviewing and stages. States looked at on an individual basis for sickness and at the discretion of manager if stage is implemented. Own experience of reaching a stage one in the past it was taken on holistic approach.
- Return to work date not taken into account. Stage commences from date of letter sent out after meeting.
- Feedback to council
- Listen to the people who are actually working and delivering the service. Dont take it for granted the people we support are happy sitting clapping hands and singing nursery rhymes often they know no different they think it's the 'norm', often because families are frightened to let their loved ones move on. Please give them new experiences, allow them to succeed We are letting many down. Many have been in different services over the years and progressed and now they are in dated services with their heads down and have regressed massively. This is almost criminal and devastating for experienced staff who have watched this happen.
- The people being listened to are not the people actually working alongside the people we support. These people are also very good at delegating all there own work to the overworked office /floor staff !!!!
- We are the ones papering up the cracks all the time and not getting any recognition from middle management. Transparency is always a word that will has been thrown about by COUNCIL LEADERS, WBC MANAGEMENT & now WIRRAL EVOLUTIONS MANAGEMENT but once again things go wrong & the doors are slammed in our face. Wirral Evolutions and WBC please stop threatening by cutting our pay or hours ,you know we are the actual people who do care and you play on that.
- Be honest and true who were the people travelling to work during covid putting ourselves at risk .
- During covid you made us travel to empty building s against Government Guidelines, we sat together in the cold for hrs
- We were also volunteered by wirral evolutions with no discussion to attend other services
- Pay scales need to be looked at and work delegations. Paperwork being completed which no one ever has and never will be looked at taking us away from the people who require our support.
- Vocational Services are achieving outcomes and PWS making goals.
- Heswall Centre is not what the Best Bites PWS were promised, and they need to be given the service they deserve.
- Act and make a difference.
- I hope it goes back to the council where i felt valued and supported.
- Public services should never be run by anyone other than Wirral Borough Council. The public have trusted their vulnerable to be looked after by a public body where standards are at the highest, with no incentive other than safeguarding the people we support and adding value to the life a day
- any staff that really want to take Evr should within reason be able to but service needs a good structure first.
- Wish it would go back to Council and wish the EVR would be back on the table

- Investment in the Centres is needed. Investment in equipment (buses TVs etc) to deliver activities is needed. Staff morale is very low. The EVR exercise has made matters work. I find it difficult to understand why the council have not been visible in the Centres visiting and carrying out reviews and speaking to staff and PWS over the last 5 years. Staff are very self-motivated in my workplace and do their best, but you have to jump through hoops to get the job done. For example, activities are often interrupted to deal with paperwork and personal care as resources are not adequate. Personal care is a vital part of supporting people, but it needs to be adequately resourced where needed.
- Day services should be back with the council
- we need to go back to the council a s p
- Just be honest
- Best bites is a great service and instead of slowly closing it down it should be expanded as it gives our clients working experience and skills for the future
- Stop wasting money and start investing in vital services
- Please communication
- I think the council need to look at people with learning disabilities closer and with an open mind.
- We need more financial backing to improve the device we offer
- Smaller group working achieves better outcomes as proved during the lock down period. The people we support had a better quality of service and far more person-centred than the larger group set up.
- Yes. Listen and give us a chance.
- No
- Think overall need to think of students and not just cuts
- No
- Support groups like Wirral Evolutions. Don't be Big Yellow Taxi.
- Day services is a really important place for the most vulnerable. it offers a much-needed diverse support system where they can feel valued and included whilst receiving activities tailored to their needs
- N/A
- Need to look at investment in the company
- No, communication feeling valued
- I think this has been very stressful for staff the uncertainty of facing job changes and closures then nothing it has made moral quite low throughout.
- We are no further on from 5 years ago and we still have the same uncertainties,
- Take wirral evolutions back
- Take us back
- No
- More money for individual activities
- Yes, waited 19 months for evr only for it to be withdrawn, very disappointed in outcome
- Have a look at the board
- The higher management and board salaries & expenses need looking at. Also, the rent from The Grange could be saved if personnel would base themselves in a large centre. I do not agree to closure of 2 proposed centres both have facilities for physically disabled people. I feel people would be moved to other building which don't have these facilities. Where is the money coming from to make buildings fit for purpose. Also were are new people with physical disabilities going to go in the future, if proposals goes ahead.
- No
- There is a lot of good work happening. however, looking to give the same level staff a 2nd pay cut is shambolic whilst looking to create more managers in head office. Where the people on the floor who earn the least suffer and the greatest earners sort themselves out. until a fair and means tested process is developed to ensure WE are all together then trust and confidence has been shaken to say the least. I came into this work to help people make a difference to their lives, i wish organisations thought more about the people that worked in them! the system needs to change
- stop messing us about and give us the future we deserve
- Seek more investigation into the hierarchy not scrutinising the staff on the floor

Appendix 5

This appendix includes the free-text answers from the question “What can Day Services improve?” in the survey of people who access the service.

- Longer hours. We leave the day centre at 3pm
- Advance information about future planned activities.
- More exercise and healthy activities such as hydro-therapy/rebound therapy/cycling
- A meal service at lunchtime would be good. Also improved transport within the service as the mini van keeps breaking down.
- Staff do a good job keeping clients happy and safe.
- Open the swimming pool at Pensby Wood
- Doing things service users want to do. Day trips with everyone not the chosen few.
- It would be good if Royden had a chipper so that we could go out into the community to take down unsafe trees or chip trees that had fallen down. Maybe the other centres could bring their minibuses etc. to Royden to be valeted and washed with the jetwash. Access to more courses like the Welsh College machinery course.
- I like to walk. Join a walking group
- Communication with all staff, people working in day centres. We need as much communication coming from Wirral Evolutions day centre etc.
- I am happy as they are
- I'd like to achieve going to the local shops by myself
- Nothing of the top of my head
- Advertise the services better. Promote more through the Special Needs High Schools
- They can improve what we are going to do for the day. They could improve the number of support staff. It would be better if I was still working in a cafe.
- Nothing
- I would like to the logs I don't enjoy the polly tunnels
- something different to what I already do
- We find the day services are very good already. Thank You
- More offsite activities.
- Dont know
- Modern Machinery
- N/A
- Nothing. Happy
- Nothing. Happy
- None- we are happy as the service is at the moment
- N/A
- Nothing it's great
- Transport to and from service
- Nothing
- Uniform
- More support to be given. more funding so more people with disabilities can use the service wirral evolution provide
- They can improve different aspects of learning
- I don't think so
- I can't think of any improvements
- No negative comments
- more customers to be polite and advertise
- nothing really much I like what they do already
- all ok
- I like the day services
- Mark said that he would like to go out on trips
- more exercise, healthy living reading and writing
- I LIKE EVERYTHING I LIKE EVERYTHING
- It's perfect no changes
- more days working on reception duties
- accesible mini bus for all centres
- dont need to improve
- more activities
- Anita would like to sing

- promoting independence, a wider range of activities
- transport reliability, flexibility. No transport to access activities in the community. To be listened to and actioned
- maybe a wider range of activities that meet everyone's needs
- n/a
- more regular activities
- Giving people the stability of knowing they are secure instead of moving them around to different centres.
- I am quite happy with what the day centre provides for me.
- more activities
- Great as it is
- I'm very happy with the service I receive
- Nothing I can think of at the moment but with you being so transparent and good with communication we know we can get access to somebody to give any feedback where you can improve in the centre.
- She is very happy with the centre and can't think of any improvements.
- I am very happy with everything
- This is very hard to answer because Harold is getting the best services that he can possibly have under these circumstances.
- I am happy at the moment and feel no changes needed.
- I want more one to one support. I think more staff are needed and we need a mini bus
- Going for walks going out more in the community when weather is better
- I would like to go bowling, swimming and horse riding. I would love more walks in the community
- I would like to go out into the community more
- Provide all day services with mini buses to let us go out more.
- More choice, accessible transport for community, up to date computers. more sport sessions i.e. boccia.
- It would be good if we had a mini bus so we could go out and about.
- Communication skills and lack of further education and maybe some exercise sessions
- Day services at highcroft are always continually improving and always involve the lady we support
- Going for walks in community when weather is appropriate
- Nothing, I'm happy with the way things are now.
- I would like to go out on bus trips to liverpool museum more.
- If we had our own mini bus to go out, to have more choice of activities, to have more staff.
- we need a mini bus
- more staff, better transport for community access to visit places.
- going out to the woods, visit other centre services, I would like to have more of a say over my support
- I want to go back to bowling
- I would like to have more of a say over my support
- Getting back into the community to do activities like bowling but can't because of covid.
- I would like to take part, learning to exercise, dance, go for walks. I like to walk
- Day services doing a wonderful job. Day centre so important to me.
- you're doing well just keep everything in a routine.
- more life skill training and more cooking cakes!
- more varied activities
- nothing I am happy
- Not been there long enough - but happy to go!
- have more outside activities
- hot meals so that the students can feel good about getting a hot meal in them.
- just always be here for me. Lots of fun activities!
- Want to have more of a say over how support is done
- would like a pool table. dart board
- not sure, due to my age and mobility problems, I do not know really what is out there for me apart from happy times.
- I really enjoyed it when animals came into the centre
- more activities would be good.
- Nothing
- By listening to the carer who is the advocate for the client.
- Communicating with all other agencies involved in the care plan for the client.
- Face to face care plan meetings with the client, carer and scheme."
- more activities, more arts and crafts, Opening pink pinny café, More sport
- More staffing leading to more variety and activities.
- different activities
- New activities, more staff, what's happened to my independent living

- extra staff. I would like to play bingo in coach and horses pub
- more activities within centre
- more activities
- more days out now we are out of covid. If the day services were given a contract to do work I would not mind doing this
- help people learn to spell
- more activities
- nothing
- would like to be able to do cooking and take this home for family
- need more staff- there's not enough I would like to do courses available as centre. Different activities in centres
- reading and writing classes
- more staff, more activities/games
- More vocational activities or courses to encourage more aspirational encouragement, such as attending drama classes.
- I don't think of any things.
- Not a lot to improve
- more trips out
- do more things, do crafts, cooking, go out more.
- Being able to have more trips out
- Nothing the service they provide is brilliant
- Keeping them going making sure there is plenty of staff and places for people to go to.
- help with personal care during centre hours.
- It is fine
- due to the closure of best bites willowbank, my daughter does not now have the opportunity to do her waitressing job. It would be good if more opportunities could be available for waitressing. She does not like being in the kitchen but enjoys the interaction with customers. This helps to improve her self-esteem and she takes a pride in her work.
- It seems fine for my son (non-verbal)
- By not trying to move people to other centres. I feel very upset by only plans to be moved. I am very settled at Oakenholt. My friends are all there. am very close to home, so if I need to go to bed someone can pick me up quite easily.
- What I access is fine and cannot be improved for me. The only issue I have is transport. Currently my dad takes me and collects me but he will be returning to work in the new year and I will be unable to attend as public transport is not possible to the location and a taxi service would cost me in the region of £25 return which is expensive for me to fund.

Appendix 6

This appendix includes free-text answers from the question “The Day Centre is important to me because?” in the survey of people who access the service.

- My day centre is like a second family to me, I look forward to joining my friends every day, they are very kind and respectful of me.
- I have participated in numerous projects, for example, going to college from centre, volunteering gardening at Dale Farm to the best of my capabilities always willing to have a go!!
- No benefits other than roof over head in the bad weather. Only cater for more able bodied as far as I can see or hear about.
- I like working outside best.
- I look forward each day, going in the taxi with my support worker to my day centre and being social with those at my centre.
- Cambridge Road Day Centre has good staff and dedicated to what they do with all people attending the centre.
- I am none verbal and I am not able to choose thing for myself. People who know me will already know the things I like to do and the things that will enhance my movement.
- I love going out for trips out in the mini bus with staff support
- IT GIVES ME A SOCIAL LIFE !!!
- I do work there
- my daughter enjoys seeing her friends and staff each day and feels very fulfilled with her role.
- It gives me a purpose in life.
- I am very happy to be going to Dale farm every day, as I am happy to be there and it allows me an opportunity to be somewhere different instead of being at home all the time, and mixing with other people which I enjoy.
- I enjoy Dale Farm
- I enjoy being able to get out
- I am happy to be at best bites (wirral evolution) I like working with my support workers
- I feel valued and very much a part of the best bites team.
- you make friends and get support
- I would always like to attend the day centre as I think its important to me and independence. Always want to go. I like the staff who are helpful to me.
- It is a community that I feel safe in
- in a happy positive peace and staff are very good.
- I love reception duties the best. I enjoy fire marshall duties with the manager. I like photocopying. I like helping out
- It's important to help me mix with other people and doing activities.
- It gets me out of mum's hair and gives her time on her own. I like going out with the staff I have others to talk to I like helping others
- Anita loves the day centre because Jane L is there too
- it makes me very happy
- see friends, social inclusion, trips out, activities
- its important for Jane she loves the centre and likes all the activities there she looks forward to gigs.
- without this service I would have nowhere to go and learn and meet and socialise
- It gives me a routine which is very important to me. During Lockdown when I wasn't able to go, it affected my mental health and I became very emotional at times. The centre provides me with various options of activities on a daily basis. There is always someone there to support me and know the signs if I become anxious and need calming down.
- good structure for the week, fantastic staff
- As stated previously the day centre is important to barb because it gets her out of the house into a different surrounding. The activities have helped Barb improve in Learning and developing new skill. For example sewing, arts and crafts and baking and painting. She enjoys sitting aerobics which is vital exercise for her which improves her self belief and well being. With her current friends and new ones made along the way, It helped Barb come out of her shell, become more confident, in herself and improves her communication interacting with others.
- Also interacting with the staff helped.
- loves sing and sign. Loves art activities. Loves days out
- I am just really happy
- All the staff at Heswall have been fantastic with Harold for many years especially over the covid-19 situation. They went above and beyond.
- To give my dad a break
- To see my friends - have support and help of the staff. I love the gardens in summer, I look forward to special events; Christmas, Easter and Halloween but especially Christmas. I like to have my 1-1 support and I like staff

taking time to communicate with me. I like staff helping with personal care and them being punctual supporting me. Staff are helpful on transport.

- I love everyday in the centre, The staff that support my personal care, I like doing all activities especially exercise. I like seeing my friends and having a lovely chat with staff members.
- I like all the staff and friends at the centre, I enjoy all activities - especially playing with the beads and boards.
- Day centre is very important for me to meet new friends. I enjoy meeting new people.
- It gives me a chance to meet my friends and do nice things. I would find it very hard if highcroft closed. I would be very sad
- If I didn't attend the day centre, my world would become very small and I would feel more isolated, by not mixing with other people and socialising
- I love going to wirral evolutions and meet people and make friends. I love the staff
- The lady we support has learnt many things over the years at day centre. She has enjoyed having structure to her week because of the day centre, thanks to the staff and service users who provide her with that joy and consistency of great support. The activities provided keep up her health and being active and happy.
- I like having some 1-1 during personal care, like coming to see my friends and staff at the day centre. I enjoy all activities with my friends. I enjoy Zumba. I enjoy the gardens when there is nice weather.
- Because if I didn't come to the centre, I would sit at home- I like to socialise with friends and staff that support me and my needs.
- I like coming here to see my friends and staff, I like some activities, but there should be more choice and things that I like to do
- it makes me happy
- I look forward to each day, to going on the bus with my friends, going to my day centre and being social with all those at my centre.
- Gets me out of the house. Change of environment. I meet different people which help my social skills
- It's good fun. I like it in the centre. I like to spend time with all my friends. I like learning new skills. I like the staff
- I like travelling independently
- It's alright and I enjoy it.
- I enjoy my 3 days of eastham centre and I have lots of support there and my friends.
- Had a lot of experience at Tesco - with customers - 10 years (had to leave due to deteriorating mental capacity).
- I like going to the centre because I think the staff there are brilliant in what they do and they help me a lot.
- it gives me focus and I meet special people who are really nice to me. I have friends now. I am learning important skills to help me to be independent in the future
- Give me something to do
- I like chatting to staff. I like doing new projects such as harry potter themes and making models. I like using the computers.
- My centre is very important to me and I do not want to move again.
- Day centre staff are very supportive of my PSS placement where I have lived as a family member for 13 years.
- sometimes I like going to activities eg church coffee morning, delivering moreton messenger but I do not like sitting doing nothing. I don't like watching tv in the centre as I can do this at home, I prefer doing arts and crafts, simple quizzes.
- I am part of community in which I live. I am valued and I feel a great sense of achievement when I complete a course. I know the area and people know me.
- nice friendly people go here, I like playing pool, I enjoy going out in the minibus
- I love going to the day centre as I have made lots of new friends and do lots of different activities. I only have to get one bus to Oakenholt but if I had to go somewhere else like Heswall I would have to get two buses and could not do that. This would probably result in me going in a home as my carer is disabled and would not be able to manage.
- Philip enjoys other people company, this helps him learn new things and builds his confidence.
- Philip enjoys other peoples company, this helps him learn new things and builds his confidence.
- I like writing, the staff and my friends.
- My son ***** is non verbal. He need help in every aspect of his life and I am his only carer
- It gives me the opportunity to be out of the house and communicate and mix with people other than my family.

Appendix 7

This appendix includes the free-text answers from the question "If there were no Day Centre Services, what do you think you would do instead?" in the survey of people who access the survey.

- My life would be shattered
- I would be at home, especially in the winter, because my dad doesn't have a car.
- It would be devastating for me because I have been without day centre services and I become very depressed.
- Probably watch TV all day.
- Would really miss having a regular routine and not meeting friends. I can't go out on my own so this would be very difficult for me. I depend on people taking me to and from my clubs etc. Would not be a happy time for me.
- Sit in my wheelchair at home and look out of the window
- Going to national trust properties, zoo or places of interest. Walking along sea front. Indoor shopping centres. Garden centres. Pet shops selling birds or aquarium fish. Going out to eat, McDonald's Morrisons or similar. Day trips slightly further afield such as rimrose valley or spike island. Picnics outdoors or in van at various locations with a view. Weekly food shopping at different stores.
- It's really difficult to get other suitable placements. I don't really know what I would do.
- Spend time with family and friends
- I would be very unhappy, miss my friends, especially my support workers. I would be very frustrated and angry.
- If there was no day centres, we would not have friends, no activities, just going out, carer or parent on a one to one basis for company. There is not a lot of places for our people to attend. We would be isolated. We would not have a lot to look forward to like we have in the past.
- I live in supported living and staff would help me do activities and going out and about
- I'd spend more time with my mum
- Not other support-based support available, i would be stuck at home
- There is nothing in Wirral that would suit my needs.
- Employing a PA wouldn't be good enough as I like to socialise with my group of friends at Highcroft Day Centre and there is nothing really to do in Wirral for a wheelchair user.
- My mum wouldn't be able to continue to work, so she can look after me
- I don't know
- Stay at home and do nothing
- Gardening at home
- Unsure. I used to do Badminton I am waiting for it to start up again
- We would find it very difficult to keep our daughter occupied
- Nothing it has dramatic effect at home
- Can't imagine
- Find Something Protective to do in my spare time
- Made new
- College
- stay at home, and rely on family for outing's birthdays, ect
- go on days out
- unsure
- Nothing
- Woodwork
- Stay in the house
- I'm not sure
- Nothing
- I would be sitting at home playing on my computer or watching TV. Doing some house chores ie gardening, laundry etc
- I would find different hobbies to do or volunteer work to do
- Sleep
- Look for work
- I would be very limited to what I could do if there were no day centre services. due to my learning difficulties. It's through best bites I have my paid work, something I never thought I would have.
- I will talk to staff if any problems.
- I don't really know if i'm sure I find something to do. I am allowed to stay home.
- not applicable
- Being at home with the key workers helping them out
- mark said he doesn't know

- nothing would the community and friends I have in the day centre, this includes staff and service users who I have known for a very long time.
- I would stay at home if there was no staff or service at cambridge road day centre.
- its hard to say. I am 79 and I work like to say thank you the centre.
- stay at home
- would be at home more. would need more care at home
- bowling bingo meal out shopping
- go out with mum or read books
- coffee shop
- bowling
- without support from the centre I would be isolated and miss the opportunity to make friends and gaining independence
- Employ PA to suit my need's and requirements
- Happy times hands and voices
- watching telly
- my life would be limited, I enjoy my routine
- nothing as there is no other facilities to meet all my needs
- stay at home becoming bored and fed up
- go out for a meal or cinema
- Nothing - just stuck at home
- I would stay at home watching my TV or play games on my ipad.
- Sit at home and get bored and fed up. I would feel lonely and miss my friends.
- Really struggle to keep our son occupied. He looks forward to going to day centre. He loves staff as well.
- I would be house bound
- unfortunately despite our best efforts she would probably stay at home with less people to interact with an less people to motivate her to do activities.
- Visit mum See friends go out in community
- I have no idea as I have been going to my day centre for 30 years now and I love it and would be devastated if I could no longer attend.
- This services is keeping harold busy and keeping his mind active. something we would struggle to do at home.
- I live in supported housing and our staff would do there best to take us out- keep us entertained and do activities around the house. cooking dance music walks games etc
- stay at home
- I would stay at home
- Staying at home in bed
- I don't have a carer so I would be in my house, watching the telly with my mum.
- go shopping
- I would really miss it because I would be stuck in the house more
- stay at home with mum
- Try to get a job. Stay in at home
- I would be at home all day.
- nothing become bored and very distressed and a worry for my mum
- sit at home
- be very bored as I cannot go out on my own
- There should always be day centre services, otherwise pressure falls on an already pressured, short staffed care sector to provide continuous 1:1 services for just one person in residential settings, which isn't possible, as we must support all people including the lady we support.
- stay at home
- sitting at home watching telly with mum and dad
- just sit at home, watching telly on my own
- at home sometimes I go out with my mum.
- stay at home
- stay at home
- stay at homes
- visit family go out into community
- stay at home or respite
- watching tv at home
- go out with my sister
- bored at home

- I would be so unhappy, miss my friends, especially my close friends. I would be very frustrated and angry. Especially against those closest to me.
- If I had no day care centre to attend, I would be lonely, no one to talk to. I would be bored, it would raise my anxiety levels even higher. it would impact greatly on my mental health. I would become poorly. My day care centre has my friends to mix with. I have lots of activities to do. I am happy at my day care centre.
- I would be literally lost and stagnant at home.
- More time on internet. More time in communal area
- I would find it very frustrating as I might get bored.
- Very little available for older clients etc Day Centres. I would have to rely on parents for all my activities.
- not as much as I do here it keeps me occupied and I meet my friends
- I would stay at home and do things there or see people that I know
- I would be very upset and unsettled as the day centre is part of my routine and I don't like change. I feel like the day centre is an extended family and friends who I have known for a long time. So I would like eastham day centre to stay open and not change.
- Try to get a job / college (some form of activity!) Catering
- stay at home a lot more
- be sad
- I would get ill and I would not see all my friends and the staff at the centre.
- I would miss all my friends, the lovely staff. I would be very unhappy, I would be worried
- Stay at home
- go out shopping cinema for walks pub meals visit family
- not sure, due to my age and mobility problems, I do not know really what is out there for me apart from happy times.
- I would stay at home and wouldn't be able to see friends.
- I would spend my day at home in mendell. I would walk around the building and chat to the staff mainly
- stay at home
- stay at home with mum or go on day's out with mum
- During 2020/21 the day centre organised contact with me through outreach workers who took me out on walks to New Brighton, shopping trips for 1-2hrs, three times a week. I cannot access the local community on my own, have severe learning difficulties and cannot articulate. I rely totally on my carer and her family to supply all my activities and outings. This has happened over the last 18mths, with the exception of walks with day centre staff. November 2021 has seen some improvement in activities: bowling, football and swimming. 06/12/21 (above cancelled due to staff Christmas shopping!!)
- spend most of my time at home watching tv
- All sorts going for walks cooking meet friends
- Trying to find other stuff to do
- I need 1-1 supervision and it is vital that I mix with other people. This can only be provided properly by a day centre. I would be stuck at home and miss out on the stimulation provided by mixing with other people.
- stay at home and watch TV
- Try and get a job voluntary work (charity shops) Help mum (shopping etc).
- bored out of my brains at home
- don't know
- bored at home
- staying at home bored I would not have any friends.
- at home doing nothing probably watching tv
- at home bored I would not go to another day service
- don't know I would find something to do at home.
- sitting at home
- wouldn't be doing much
- stuck at home all the time shopping twiddling my thumbs
- bored I need to be doing things
- I would be at home with sister and getting on her nerves.
- I would become more upset, depressed and would lack motivation- I need to be part of community and social network. I need to feel valued and have a reason to get up each morning. I can't even imagine what I would do if I didn't have the centre. it would also put extra pressure on my family and carers
- stay at home to play computer games.
- I don't know
- not much
- stay at home miss my friends watch TV

- if there was no day centre I would be sitting around the house as my carer is disabled and would not be able to take me to do the things I like doing.
- Not much to be honest maybe go to some lunch clubs
- Philip would be very unhappy, he struggled when it was shut he withdrew not wanting to do anything. It would affect his mental health and his well being.
- Philip would be very unhappy be struggled when it was shut became more into himself not wanting to do things. It would affect his mental health and his wellbeing.
- I would just stay at home and watch TV and listen to her music.
- Some form of college programme
- stay at home all day and do nothing much
- Stay on my own at home. All college experiences have ended.
- My son would have to be with me 24 H as I am his only carer (non-verbal)
- If there were no day services, there would be nothing for me to do. I have attended college and completed all the courses that were appropriate for me. I have spent many years with no activities or interests and my diabetes has worsened. I am now back at day services and it gives me something to look forward to. I would like to increase the time I spend there.
- Stay at home in my room.

Appendix 8

This appendix includes the free-text answers from the question "Is there any feedback that you would like to provide to Wirral Council about Wirral Evolutions Day Services?" in the survey of people who access the survey.

- Pensbywood is Perfect for my Profound Additional needs and I would be devastated if I couldn't attend here daily.
- Not catering for ALL service users. Severe complex needs young people need more thought in their well being and stimulation to all senses. Music singing groups. Shaking or holding home made noise makers to music. Guest people who play any instrument. Sign and sing. Baking planting tasting. Tactile materials and fabrics to hold, sessions to stimulate senses. Smelly stuff perfumes to mud. Short films for lower attention span people. Hand or foot massages. Highcroft staff care deeply but to me as a parent it's just a building where he's so bored he wants to leave to go walks around the garden. He may not be able to talk but his response to sitting doing nothing would be he wouldn't miss it at all. To me it's just a warm place he goes few times a week with no benefits to him as nothing is arranged for him despite promises.
- Not sure
- Please don't reduce in any way this is an invaluable service. It makes my life bearable.
- Team work is a must to run a good day service at this moment there none. No communication makes a not so good day service to be left in the dark of what's going on in the service does not help the services. TRANSPORT One big problem for parents carers and clients. Money is wasted on the service, buses criss cross each other picking up from day centres and more than one bus dropping off in the same road. To run a service correctly and cost effective should be between day centres and bus companies. They are the people who know the service they can provide.
- I'd like to have more cookery sessions in the centre
- Day centres give vulnerable adults a life !!! Highcroft day centre has helped with my social and communication skills and making new friends. I feel going to Highcroft day centre I have an active normal life, I don't like change and can become very distressed with this.
- I enjoy doing the logs I would prefer to be at Dale Farm than Royden Park
- my daughter enjoys seeing her friends and staff each day and feels very fulfilled with her role.
- It is invaluable support to those who need it.
- No
- Excellent day services provided by caring and professional people
- I love Dale farm. My staff are lovely.
- I liked helping and meeting new friends
- To ask Wirral Council to continue providing funding and support for disabled people at wirral evolution
- I have been at best bites for a number of years now and the confidence I have gained is wonderful. Before, and even when I first started there, I was very quiet and very shy. Doing what I do at best bites, with the constant help of the wonderful staff there, I now, through them too have a paid job one afternoon a week, I even got an open award certificate with best bites due to mine and best bites staff's hard work. They help encourage me and support me all of the time and it is a pleasure to go there and do my hours two days a week.
- I support what they do. They help me a lot. They are very good.
- to continue to stay open very important thank you
- cambridge road is a safe secure friendly, supportive environment. which has been essential to my health and well being for many years
- Keeping every one during covid was one thing.
- I feel important when I work on reception and help David with the fire marshall job. I felt really sad when cambridge road was closed.
- really delighted with the services
- Thank you to all who help me feel happy I need the centre or my life would be boring Thanks to dave for his help
- no
- The day centre is very important to me, I like the staff and have a good time whilst there.
- Janes loves the day services she has made friends there facilities are good
- These days centres are a lifeline for the people who go there. They give support, confidence and friendships. They teach people new things and give them purpose. Without these centres they would have no where to go. Nothing to inspire them
- Where I'm concerned I think that Wirral Evolutions day services have done a fantastic job since they took over from council run services. They have helped me and my mental health. The staff understand my needs and are able to support me and my carers if any issues arise anytime.
- very good and well managed by fantastic friendly staff
- Again just keep up what you are doing Barb really enjoys what she is doing and as her carer I am happy with the level of support and interaction we have with the people involved.
- Some activities are cancelled because the bus has broken down

- We are at a very difficult time at the minute with Harold having dementia and not being able to do the things he used to and him also having a learning difficulty. With the help of the heswall centre we all are making his life as normal as possible and the centre has been a massive part of this keeping him and his mind busy each day.
- Get more money in the day services
- Going for walks more in community. I would like to start swimming. I liked it when Frankie came in to do Zumba and Steve on the drumming.
- I would like to go out more on day trips eg, swimming, pub meal. I would like to go out more in the community with day centre friends and staff.
- I would like to go on days out - shopping lunch out in community.
- Wirral Evolutions day services are very good
- The staff at highcroft are excellent, always very friendly and helpful. My days there are always very enjoyable.
- I do not want highcroft centre to close. This would have a huge impact on my life.
- Please help to keep it open
- Yes, Wirral council need to keep the day centres open and stop putting pressure on them to cut back or eliminate these vital services - you must prioritise funding for them and out vulnerable people in wirral. It isn't acceptable to cut back these services, when too much money goes to non essentials.
- getting out more in the community going out in groups on day trips (new brighton, liverpool museum, parkgate)
- Highcroft is the best centre out of all of the centres I think
- it could be better. more staff, choices, transport and more choice to do things that I like to do.
- Please don't reduce in any way this service. It is invaluable. It makes my life bearable.
- I'm not keen on new staff I don't like change
- I do not want eastham centre to close as it would upset me a lot because I don't like change and I trust the people I know and I would self harm if I could no longer go there as I am a person of routine and I don't like change at all.
- Quite satisfied with all but if P. could be allocated at (either venue) with more time it would really help his development. Lack of involvement in physical and social activities causes lethargy.
- yes ask them to start letting the service users have hot meals and they will feel good and warm inside
- I love going to my day centre at eastham. I have fun and I learn things. People have time for me and they care about me. I feel special and valued as a person. I like routine and eastham understand my needs.
- We take turns looking after the owl. We really enjoy that. Take turns at the cafe and enjoy that. I don't like doing dirty jobs like moving house mess. We enjoy doing Christmas activities like Christmas lunch. We also enjoy doing crazy golf and going to Ness Gardens.
- I am happy to continue doing to eastham centre. I like seeing the staff and my friends.
- I have been very happy at Cambridge Road for nearly ten years. I love my key workers and staff - they support me and my carer. My life has been impacted by the virus, as have all day care centres and their clients. I hope Cambridge Road and staff remain in my life as I would be anxious about the future.
- I am very happy at Oakenholt and the staff are great, I would like to be involved more in courses, activities that I enjoy, such as drama best bites. I feel that the staff would spend more time with me and the other students in doing activities/ courses but feel they are busy with paperwork a lot. They are great staff and what they can with us and for us. I very happy here at Oakenholt.
- I have gained confidence from attending oakenholt - I'm very please to have the opportunity to fill this survey in.
- Disabled adults would not able to do a lot of things that the centres provide for them and as a lot of parents or carers are elderly and would not be able to cope if they didn't have the centers to go to, this I think would result in a lot of the clients going into homes which would put social services and the council under more pressure.
- day centres are an important part of the community.
- day centers are an important part of the community.
- My son does not like change. He likes routine (non-verbal)
- I love going, meeting people, learning new skills and being part of a working / learning environment with lots of help and supervision. Without Wirral Evolutions I would just be at home not mixing or learning or being part of the bigger picture of life."

Appendix 9

This appendix includes the free-text answers from the question “How could Wirral Evolutions improve as a company and why?” in the survey of families, carers and charitable bodies.

- Cooking was a big part of our residents week the day has been changed for a day when they dont attend could this not be done a 6 weekly rota so everyone gets a chance.
- was discussed that the center would be closing this seemed to be a big thing but have not heard anything since would be nice to be kept updated through out the process
- More communication regularly between managers of centres and parent/carers.
- Have more staff
- To stop trying to make changes to the service all our students do not like change and is upsetting for them when they hear changes are to be made
- Promote itself to attract more users to secure long term future.
- Return to authority control
- Manage the finances better
- I feel the staff have to do too much admin work which takes them away from assisting the attendees.
- Have more indoor work based facilities.
- Just keep providing the service, don't close Dale Farm
- By getting the hydrotherapy pool up and running again. My brother Raymond benefitted greatly from this experience.
- When promising improvements or new ventures - sticking to them is really important and this needs to be improved.
- Manage Wirral Borough Council more effectively so that the Council work as a partner rather than an absent critic
- It would benefit by having more staff so that those who access the service can work in smaller groups. There is the absolute minimum of staff there at the moment. The volunteer programme has recently been developed and this is helping but more managerial staff are required so that targeted recruitment could take place. Covid 19 has prevented the company developing regular 'in person' communications between parent/carers and staff. This was started before the pandemic and was progressing well to the benefit of all, but has been held up understandably. The company needs to work with schools and Wirral Met etc. to ensure that the experiences they offer are what young adults with a learning disability need. This takes time, money and staff - they are short of all of these. It would be good if the company could develop an employer/WE relationship so that those who access the service and who are able to do some useful work with support are enabled to take part. This again needs time, money and expertise. It really needs a staff member to be appointed to liaise with employers, looking out for those who have a well-developed special needs policy. There is not enough finance in the system to begin and develop this.
- It's an excellent service. Does not need improving.
- I can't speak for the entire Evolutions group but Heswall day centre does very well on the limited budget.
- You are doing a good job keeping us informed over any changes.
- Have more communications with day centres staff, parents & carers as they have more knowledge than most about needs of people attending day centre. These people would help more than most to improve the company care.
- Could identify more activities that service users could take part in and, perhaps, improve basic skills, eg., they could incorporate reading, writing and numeracy.
- all very good
- More services and encourage different skills
- Wirral Evolutions should be given the funding to expand in order to make more places available for young people with disabilities to be able to feel valued in our society.
- I believe Wirral Evolutions are doing a very good job with our learning disabilities adults. Can be quite a difficult job for staff.
- Keep current day services open. I do not feel closing services will save money in the long term.
- Need more uniforms available to employees as they are only given one set at the start of placement - in my case, 10 years, and it is now not fit for purpose.
- At present the person the service is provided for is extremely happy with service, so none at this moment.
- My son has thoroughly enjoyed his experience working for Best Bites, over several years and different sites. It would be great if you increase the number of venues to offer more opportunities. It would be great if it led to actual job offers.
- The company can improve if it has the necessary resources, i.e., sufficient funding and support workers. Be able to promote the service to those who need it.
- No negative comments at all
- Continue to train staff. Allow Wirral Evolutions to advertise their services within social services and the special schools. To sustain the service. Provide an economic budget.
- The very word ""Company"" makes me think of commerce, the buying & selling of goods with a view of financial return. This is not how I think of Day Care Centres. The extremely vulnerable people in our society. Personally I

believe this is a vital service that should be operated and under the control of the Local Authority and I was concerned when WBC relinquished this responsibility. Senior Management at WE need a better understanding of those in their care as I have discussed in the following two questions. Perhaps then they could promote their service to a wider audience who may be tempted to attend the day service. Do they liaise with schools to find out what students are interested in? Not everyone is capable of holding down a job in society. Recognise there will always be a need for Day Centres.

- Wirral Evolutions do a good job trying to provide services with a limited budget
- Nothing really but I am quite satisfied with the way it is
- No suggestions - we are very happy with the support and opportunities our son receives
- Think more of the feelings of the clients
- More resources would be an improvement
- I would like to see more activities being offered, based on person centred approaches, making more use of the building/spaces on offer. More community engagement.
- Wirral Evolutions have always been supportive of person we support. It's the funders of the day centres who need to improve, by stop trying to cut vital services!
- *** wants to learn to do bigger jobs
- I find Wirral Evolutions fine as it is thank you. The staff are excellent.
- More integration into community
- n/a
- N/A
- N/A
- n/a
- We can't say as only attended for a couple of months
- N/A
- You can't improve - my boy is very happy and has some nice friends
- Employ more staff and give people more information about what they do
- Make sure all staff have sufficient training in how to treat people who are disabled in any way.
- More centres in each community to give a variety of services and support. It seems that places are closing and not being replaced quickly enough.
- Face-to-face care plan meeting, with carer, client, scheme and day care key workers to improve communication and improve client's life.
- First of all it needs to follow through on its promises, e.g., Cambridge Road. Building both clients and carers hopes of a new future in new premises ""paused."" Both Wirral Evolutions and Wirral Council need to work together to ""level up"" the centres by using Pensby Wood as a bench mark.
- More communication
- Not sure what can be improved with all the cuts
- No idea
- By listening to service users and also listening to staff
- From all the information and meeting etc, I feel given the proper support and finance they can really improve things for the better.
- They provide an excellent service for my son which presently cannot be improved.
- More varied activities. When ***** attended Riverside they used to have weekends away (Capel Curig) and holidays to France, also woodwork / pottery / independent living. Swimming (not enough time or staff).
- By keeping us up-to-date with developments and not just telling us day centres are closing. We have said time and again we don't like change. We have no input with Wirral Evolutions about what we want, we are just told what they are going to do.
- I would like to see more involvement and communication with carers. Hands on person-centred on the ground work is more important and to involve parents and carers more would be beneficial.
- Better communications from management and less paperwork tying up staff members.
- Involvement with the local community groups could be explored. Encourage more volunteers into the centre which creates new ideas. Look at how company could generate money to then reinvest in the centres. Access council leisure centres. More living skills, charity work.
- Perhaps look to find supported placements with local employers
- Where not very clear on the offering for Best Bites when Willow Bank closed. We where left with the impression that Best Bites would be the same at Heswall Centre. My daughter no longer attends as she is on a waiting list for a place at Best Bites, so no service is being offered at the moment.
- I don't feel it needs improving it provides alot as it is, and without it as a carer and a student i'd be lost
- Have more days out - bowling - horse riding
- Include more life skills and cooking
- More communication - in your letters to parents and carers make as simple as possible
- Varied activities

- Everything is fine with Wirral Evolutions
- No improvement needed. They provide all that I need
- Quite happy with Wirral Evolutions and the way it is run
- Bring back hot meals because you cannot cook sandwiches in the oven
- It's an excellent service, does not need improving!
- Continuity is absolutely essential. The people who use day care services are often on the Autism Scale; therefore any change causes distress, disruption and high anxiety to the service users and the family, friends and staff. Please invest in the day services to continue and improve staffing and facilities in the day care centres who already provide services to service users.
- Don't really know how the company works
- More activities to be included to include all attending
- They meet my sisters needs perfectly
- They are great the way they are
- Happy with company
- By the company. Consider your way about keeping the staff on, and keep the Heswall service, and leave it the way it is as it has upset my daughter thinking she has to leave and all the people she is with as her friends.
- The person we care for has severe learning difficulties and enjoys his time at the day centre, so as carers we are happy that he is happy.
- The experience we have encountered so far has been great so not experienced anything to date that may need to improve.
- N/A
- We are very happy with Wirral Evolutions as a company because they are transparent and easy to communicate with, so we both feel if we had any ideas or thoughts to improve the company, that our voice would be heard and it would be easier to tell them.
- If they had a better budget and more staff, a lot of improvements could be made. The building was due for improvements but it was cancelled, why?
- No improvements necessary
- Evaluate the success of the company by emphasising the quality of the service provided. For example Qu9 could have been rephrased, ""How could the quality of the services provided by WE be improved."" If the company placed this at the core of their activities, a number of things would change. A- Not only would Qu9 be rephrased but Qu3 does not recognise the scarcity of provision. {Qu4./8 Out of 4 options 3 are very positive giving the impression of forcing a positive outcome. B- Structural Change Formalise a meeting structure which would meet on a regular - maybe every 3 months - basis with an annual general meeting. The meeting would have a chair, secretary, finance officer. Service users would be represented. Parents, carers, family friends, advocates, would be represented. All the above would be communicated with and be given the opportunity to participate. Those that do would be able to access/be provided with minutes. Formal agendas would be provided for all meetings.
- More helpers! (if poss)
- I can't think of anything.
- Continue as is, **** is very happy and she has learnt a lot.
- Wirral Evolutions are always improving, they are always doing new activities for the people who attend. I feel if I wanted them to help my daughter in any way they are willing to do so.
- Now day service choices have been reduced, my daughter is now unable to do the waitressing at Best Bites which she has enjoyed for the last ten years. This is a shame as it gave her the opportunity for a working environment doing something she liked.
- More regular updates on things that are progressing like centre changes etc. Also more centre staff to deal with personal care for the students.
- No, the service they provide is brilliant and I am well informed of anything happening in the future
- Being more open, talking to people, understanding how difficult it can be having a disabled person in your family
- I like my daughter are happy with the Company and the support it gives her and teaches her many things. So therefore I'm unsure where it could be improved - well done.

Appendix 10

This appendix includes the free-text answers from the question “*What would you say has been your most positive experience with Wirral Evolutions and why?*” in the survey of families, carers and charitable bodies.

- Always kept informed by the staff
- Coping with lockdowns: not perfectly by any means but better than nothing
- Support for our son.
- My son meets his friends everyday in a safe and supportive environment. He is able to use his electric wheelchair that gives him some independence that he is unable to achieve elsewhere. All staff are caring and approachable.
- Excellent staff at oaken holt day centre
- When Highcroft remained open
- The most positive experience is when my daughter comes home happy from the centre.
- Having continuity of staff at best bites even though it has moved venue.
- Continuing to support my son, whom has been attending Dale Farm for 22 years!
- I know i can depend on staff at Pensbywood to look after Raymond if i am away and hes at respite.
- They have a fantastic service that benefits my client in alot of ways to make him grow and gain more confidence and more
- The staff are always very positive and well suited to the service users.
- Being invited to watch our son test a new piece of equipment bought especial for him and those who share his disability
- We've really appreciated the care and support we've received from staff. The staff are a fantastic resource, committed to the job, getting in touch if they detect problems, caring for the person and the support group whilst being under great pressure at work during the various reviews since 2019. It's resource second to none but it does need positive support to maintain growth and development. We are also very impressed that every service user has a Care and Development Plan - this is a recent development. It is an indicator that the service is much more professional in its approach.
- Socially, interactive with my friends and support staff
- The staff are caring and friendly and my relative really enjoys attending Heswall day centre.
- My daughter loves going to the centre. She is able to interact with other people. She also has plenty of activities to keep her occupied during her stay.
- Receiving some information from Wirral Evolutions on some happenings within the company regarding our people at the day centres.
- My son enjoys Highcroft and sees his friends and likes the staff there. It is a safe place, a pleasant environment and stimulating for him to be there. He enjoys most of the activities.
- given 1to1 help with my daughter through covid
- My daughter has learnt life skills, team work and feels more valued as she goes to “work”. She feels part of the community
- My daughter has learnt many skills in the kitchen as well as expanding her social circle.
- I thought the staff were marvellous during "the lockdown" period especially as they kept in touch with clients and family, making sure we were all ok. Thanks again.
- The most positive experience I have had is with the amazing staff at Cambridge Road.
- Staff are very supportive and friendly.
- The care, dedication and security offered to the young person we care for.
- My son looks forward to going each week. His social skills have improved, he's made friends. His confidence has taken a boost as he gains more experience.
- The fact that they can give this support to my son, who without Wirral Evolutions would not be able to gain the experience of a working environment and gain that little bit of independence that my son needs.
- Continuity of staff at Best Bites. Nothing is any trouble at all for any of the staff. I've needed to change my daughter's days there when she was at college over quite a few years and they have always done that with no problem at all. I'm kept up to date with everything concerning my daughter there. Their attitude and dedication is beyond words. My daughter has now become much more confident and able to do paid work one afternoon a week because of their tireless encouragement.
- They introduced on going training for staff. They have ambitions to improve the service for clients. They give me hope the service will continue.
- My most positive experience is the current staff & most are the original staff previously employed by the Council. I am not familiar with any of the Senior Management from WE. I don't recall ever being invited to meet those running & responsible for the organisation. I have a good open relationship with the day centre but not directly with management of WE.
- ***** has been working at Bluebelles. She has settled in well and all the staff are amazing. She is very happy here.
- Changing locations and difficult travel with buses

- Staff are aspirational for our son and encourage him to improve whilst providing a safe and supportive environment.
- Very good
- Services have gone down since they took over
- All our experiences with Highcroft have been excellent
- My relative has attended the same centre for a number of years and is very settled. This has made a significant impact on her life and offered her the chance to mix with other people, learn new things and progress in her confidence.
- The staff always support the client and often as things change, they do their best to support the family when appropriate with advice and pastoral care as and when required.
- The fact that the person we support gets a good quality of life when at Day Centre. She has made many friends over the years who are like family and the staff are wonderful.
- Log delivery. Measuring wood. Painting. Bow sawing
- My daughter is very happy with her present situation
- Support when necessary to enable me to do more things in my day. Helpful caring staff. To be occupied.
- Hard to pick one, great interacting with the staff (used the service for about 18 years). Made good friends and enjoys the activities on offer.
- I have to base my answers on pre-Covid as things have been different with the communication on both sides. Before Covid we had got used to monthly get togethers for parent and carers which gave us a lot of information about Royden as **** doesn't say much about his day.
- N/A
- Friendly staff and great communication
- All service users look happy
- Communication and friendliness
- The staff are fabulous. Lovely friendly atmosphere.
- Good service as it is something to do throughout the day
- Nice to see the people getting along and very friendly
- Haven't really had any experiences with them
- That my daughter is happy to go to the centre - also that I get some time alone.
- Always helpful and supportive, especially during lockdown ringing to check up on everyone at home, keeping us informed of what was happening weekly.
- The staff at Cambridge Road, Dave Hughes, Carl Tyrer and female staff are the mainstay of above day staff - not Wirral Evolutions. Dave, Carl and staff are invaluable, compassionate to my client's life.
- I think keeping parent/carers informed is a 'positive,' but sadly because of the savings it has to make and the cut in funding year on year, positive experiences are not always met or fulfilled. This is not the fault of Wirral Evolutions, but lack of funding for adult social services.
- N/A
- Professional staff
- None
- Our son is gaining confidence since attending Oakenholt - now he is more confident when approaching and speaking to other people.
- Evolutions has given ***** her freedom back - she has confidence and enjoys being with people that understand.
- They work with the parents/carers and clients from the client's best interest. They listen to all and we actually see improvements and concerns being acted on.
- When the service was Council run, the activities were very limited. Since W.E. took over, the activities and outings have increased which has made the situation much better. My son enjoys the outings to the golf, bowling, football, etc.
- Keep their promises more than social services. Making new friends and somewhere to go.
- Can't think of one
- Very supportive of my son ***** in his needs and aspirations.
- Really good staff at the centre although at times it seems they could do with more numbers.
- It has been a life-changer for my daughter. She is making new friends and improving social skills. This is good for her mental wellbeing which in turn reflects on her behaviour at home. This service allows me as a carer to have time for appts., shopping, swimming and time for my mental wellbeing.
- Regular telephone contact throughout the pandemic, both with our son and with ourselves
- The Opportunity to work at Bromborough and then Willow Bank Cafes. Mixing with the public and learning new skills.
- Always there to listen
- They let me have my phone on when my mum was poorly.
- The takeover at the beginning of your reign
- Communication and understanding
- Day care centre itself

- Always good communication and keeps us well informed
- Consistency is very important to our people that attend and we were very happy with that. Also the transport is an excellent service with very caring escorts/driver.
- Seeing all of the staff that I have missed over the 18 months
- Socially, interactive with my friends and support staff
- Wirral Evolutions was an absolute dream due to Covid, when I needed help introducing my child to using/going to his doctors. He had no medical treatment since he was 3/4. They put us in touch with *** *****. He now willingly goes to the doctors and has had all Covid jabs and for the first time ever had a flu jab.
- The person centred approach shown and delivered by the amazing and dedicated staff who support my sister at Eastham Day centre. During Covid they rang every week and sent out activity packs and spoke to my sister and her mum to reassure them that they would be there for them as soon as it was safe to reopen. When they did reopen, they have been so professional, keeping everyone safe.
- Well run organisation, fantastic staff
- Doing the check ins during lockdown
- Continuity and being able to meet my friends daily, been at Heswall a long time
- All of it
- Over the pandemic they worked with us and helped us through it fantastically
- Trips out. Activities. Socialising
- The staff, because they're who we can turn to if any issues arise.
- Communication is good and if I needed to discuss anything I'd hope my opinions would be considered.
- All the staff at Heswall have done everything possible to keep everything running smoothly and give 100% to the caring and support of every one of the people in their care for which I truly thank them.
- My daughter is very happy at her centre. The staff are very helpful and exceptional during the Covid Time and helping us out as a family so we could continue to go to work.
- After my mother (****'s sister) passed away a couple of years ago, **** had to stop using your facilities due to finances and me not knowing what the future held at the time. During that time I was concerned that **** was isolating and struggling to motivate herself to do anything. Now she's back at the centre, she is interacting with different types of people and getting involved with activities which is boosting her confidence, getting her more active, and interacting with friends and bonding with people.
- I would like to praise the staff for their commitment and dedication
- Without doubt it is the response of the staff. The staff have continued to be very supportive, accommodating and imaginative. We know that if we need their help and assistance they will give it.
- Having been asked to go to Royden and now Dale Farm due to the storm damage.
- Wirral Evolutions (Dale Farm) have been very good at keeping a contact by phone, video call and general contact during Covid lockdown and after. Our son has been unable to access during health problems and they have kept in touch.
- When collecting **** at the end of the day, during Covid restrictions, staff always stopped for a chat and voiced any concerns.
- The support given to **** now and through the lockdown has been excellent.
- I have had discussions with staff about my daughter and they have supported and helped with my requests. They made suggestions that were appropriate and helpful. I feel my daughter is safe and relaxed when she attends Oakenholt.
- Staff interaction with my daughter has been very positive. She got to know people over the ten years she worked at Best Bites. It increased her self esteem because she could take pride in her work.
- N/A
- The communication and care they provide as well as keeping people active and social
- The positive experience for me is seeing how happy my daughter is accessing the service and that is a very good thing for her.

Appendix 11

This appendix includes the free-text answers from the question “*Is there any feedback that you would like to provide to Wirral Council about Wirral Evolutions?*” in the survey of families, carers, and charitable bodies.

- no
- The service is better than it was when council led but there is still room for further improvement
- Provide it the financial support it needs for long term security, Include increases to cover inflation and council charges,
- Very concerned about proposed closure of some centres , reduction in staffing levels and excessive paperwork demanded of staff at the expense of “hands on” .
- Seems to be too many silly rules and regulations
- Cut back on all the form filling the staff have to do.
- My son really looks forward to his days at best bites.
- The service/placement that Wirral Evolutions provide for my son who has learning difficulties is Invaluable!! It is a place where he feels safe, happy, fulfilled & self worthy!
- Yesthese day centres are a godsend for my brother and myself as his carer. It opens Raymonds social life up and hes always full of smiles.
- Really good service and to keep it going all uses gain so much
- My daughter and I would be lost without Day Services, it has definitely improved our life and wellbeing.
- Please give us all some peace of mind by agreeing to a new long term contract with Wirral Evolutions a.s.a.p. Do not under any circumstances take it back in-house; it would ruin all the good work done by W.E on quality of personalised outcomes and turn it back into a 2nd rate, insular institutionalised service subject to the whims of short term finances
- The heart of any changes must be the needs of the adults with a disability. Since 2019, and despite the pandemic, it is clear that the service is now much more focussed on the needs of the people they serve. Opportunities provided are now more appropriate to those who use the centre (rather than the service user having to fit in to the centre provision). However, one cannot help but notice that the service is totally starved of funds - for example, using money raised by Parent/Carers for transport etc. because there isn't enough money in the system. Quite why the Council thinks it is fine to send children with Special Needs to Special Schools with a huge package of finance and yet is content to send these same children to WE when they are adults with a pittance of funding, is really beyond me. One wonders if education has more influence over Council spending than Social Services. It is interesting that Edsential was awarded a huge sum recently to offset losses and yet WE is still being hounded for a much smaller sum. WE is keen to develop in line with current thinking regarding provision for adults with a learning disability. The incessant reviews, which have taken more than 2 years, has undermined the service, depressed staff morale, reduced funding and appeared threatening to the future of the service are preventing healthy growth and improved provision for the most vulnerable adults on the Wirral.
- Just an excellent service. Thank you!
- Please, Wirral Council, don't cut funding as our day centres are essential for the wellbeing of both the person attending the service and the carers.
- The centre provides my daughter with life skills and enjoyment. This keeps her going and keeps her happy. Wonderful staff at Pensbywood.
- Needs more support and clarity of all happenings especially regarding monies and plans to improve the service. Speak to the people who know how and what clients require from the service ""day centre staff, parent & carers.""
- I feel it is very necessary for service users to have support and stimulation outside of their usual environment. Highcroft provides this.
- excellent service
- Well done!
- Wirral Evolutions is a success story for Wirral and should continue to be supported by Wirral council.
- I have found staff at centres which my daughter attends always very helpful and caring. Please do not cut back on these facilities.
- Wirral Council closed respite run by the council which in the long term did not save money. Please do not cut any of the services by Wirral Evolutions.
- None
- The service is invaluable to the adult in our care. It provides respite for carers which is much needed sometimes. It provides the chance for vulnerable adults to have the experience to make friends, do exciting activities, gain knowledge and experience.
- As a stepping stone from childhood to adulthood, WE has been invaluable. Services like these are essential as autistic children became young adults.
- That Wirral Council should provide funding and support so that people with disabilities have something to do with their day.

- This place must never ever go. In fact there should be more places like this around if anything. Through them my daughter has paid work one afternoon a week - the confidence for her to do that is with the fabulous staff at Best Bites. I never thought my daughter would be where she is now. My daughter loves it there, feels safe, happy and very well supported by them.
- Under the current Wirral Evolutions management there is a more professional business outlook. They understand the capacities of the clients and aim to enrich their lives.
- I take this opportunity to state I did not agree with the restructuring proposals. I believed the plan had been devised by people with no knowledge of the Service Users or with little concern for the adverse impact the proposals would have on those using the Day Centres. Due to the proposed closure of 2 centres the plan seemed to then relocate most of the service users so that they would all conveniently fit into categorised boxes ie by age by ability etc. Some of the Service Users have attended the same centre for over 30 years. They have friends there, know the staff, who are often like extended family members. They know the bus route, the drivers, the escorts. They would be subject to different travel times. Some are engaged with local community groups/ activities which would end. The impact would be immense. The family/carers would also all be impacted with the stress of the change on their vulnerable charges. I felt none of this had been considered. It was just the easiest way to save money. Any changes absolutely unavoidable should have had the minimum impact on the minimum number of people certainly not disrupt the majority especially with such vulnerable people
- Govt. funding inadequate and having to contribute a large amount every month is unfair. Used to be approx. £55.00 per month - now £130.00
- Hopefully they can carry on in the future as they help people with disabilities
- Our son has really benefitted from his regular placement at Best Bites. The staff are supportive and encourage him to expand his skills. He looks forward to the social contact he experiences through Best Bites each week as well.
- No
- I would like to support Highcroft and his staff there. My son has, and is, really enjoying his time there.
- I feel the whole process over the possible closure of some day services was conducted very poorly and we were not kept informed with updated information. This was/is a very concerning time for service users/carers/parents and I feel we still do not know the outcome. Very little choice was offered throughout the process and no person centred meetings took place to discuss outcomes for the service user.
- As a sibling to a service user, I feel happy and confident in the staff and they always provide a varied, engaging, safe environment at Highcroft. They know all the clients very well and provide a very professional quality service.
- Yes, keep these vital Day Centres open - they are an amazing group of people who provide essential care and support for people with disabilities and everything possible must be done to keep them open - prioritise them!
- No
- Wirral Evolutions provide ***** with the care and support he needs to be occupied during his 4 days. A 5th day at Royden would occupy his full week.
- Thank you for your great service and friendship.
- I really rely on the staff at Royden Park who have always gave us as a family 100% support. **** is so happy and loves all of the staff and his friends there.
- No
- N/A
- Thank you for your work
- Well ran
- Thank you for your hard work
- It's a wonderful place
- N/A
- I wish they would bring back the meals
- This service needs to be kept and the day centres need to stay where they are. The wellbeing of clients is vital and they need to know what is happening with their future.
- No thank you, any problems have been sorted with the staff satisfactorily.
- Invaluable service giving the user a sense of value for everything they do, always including the family in discussions about the service user.
- To keep Cambridge Road open, with above staff. My client does not want to move from above, a more personal and individual approach, more person centred - not about a company making a profit and not the hierarchy being in charge of vulnerable peoples lives.
- Every effort should be made to promote the centres as a viable option to meet the future needs of clients approaching transition. The centres offer independence away from parents, stop clients from isolation and can offer friendships that can extend outside the centres. They should be able to offer a wider range of activities promoting independence and confidence.
- They do an excellent job

- The staff at Wirral's Day Centres has always been excellent and deserves the highest praise. The setting up of a company to run day services has achieved nothing and has cost council tax payers a huge amount of money, mainly in salaries!
- We use day care service and it could be improved a lot, by asking users what they want, e.g., more art and craft, no just sitting down and not doing anything
- Attending Oakenholt is of great benefit to *****. He feels confident and is very happy to attend. He enjoys all the activities he takes part in. He is gaining valuable life skills and experiences from the activities he undertakes there. Staff are very approachable and supportive.
- If ***** wasn't able to go to Oakenholt she would be stuck in the house all the time. She would not be able to socialise without the centre.
- Please give them the chance to carry out their plans for the centres, and not in any form take a backward step. It would be a devastating backward move to end their plans and moves.
- The service has improved so much with W.E. They must remain in charge of the adult services as they know what they are doing which cannot be said of the previous administration.
- Drivers on transport come too early to pick up clients - often at 2.15 / 2.30. Some activities too expensive.
- We don't want to be put into a certain day centre because of our age. We all have different needs and the staff and key workers should decide with us what is best, not Wirral Evolutions.
- It is very important that ***** stays at Moreton Centre. This his community and valuable to his quality of life and sense of belonging. If ***** didn't have this centre it would cause great mental distress. It is equally important for ***** to have staff that provide support in understanding his needs and to be able to provide/prioritise his needs when necessary and to communicate with his family - to work front line and to give time to the practicalities instead of targets, paperwork.
- We have daily contact with the staff at the centre and find them very helpful and supportive. Apart from the debate about future Centre changes, we have not had much communication with the Wirral Evolutions Management and we are sometimes left uncertain about developments that may affect our son.
- This is an essential service for my daughter and myself. Without this service our lives would be dramatically detrimental to our health and mental wellbeing. Without this service my daughter would become a recluse and would not leave the house or her bedroom.
- Wirral Evolutions should decide how far it can proceed as a supported employment agency, offering real work experience with other employers, with a view to paid employment.
- The transition of best bites service has not been very transparent or successful.
- Support high croft and other centres because without them I'd be lost, The day centres allow me to go to university and study. I know the person who attends high croft is in good hands
- Fantastic
- I enjoy spending time with my friends - meeting up together :)
- No
- Please keep this day centre open as it is very important to the people I support
- Wirral Evolutions doing a wonderful job, day care centres very much needed for all students who attend
- I have been at Eastham centre since I was 18 and am now 43. I class Eastham as an extension of friends and I would be upset if it EVER closed.
- For the centres to know when their clients are in respite, so no unnecessary phone calls are made to the parents/carer when they are away and having a well deserved break.
- Yes, bring back hot meals
- Just an excellent service, thank you!
- Wirral Evolutions is very person centred and enables adults with learning and physical disabilities opportunities to experience great opportunities. It is a life line for people supported and their families.
- If Wirral Evolutions has to lose some venues, do not use it as an excuse to change peoples locations. On previous information given, it implies segregation determined on age, interests, etc. My child likes being in a mixed environment. Give people the option to change location if they want, if places close find the location the best choice appropriate for them.
- I cannot praise highly enough the staff at Eastham Day Centre. My sister suffered a bereavement in July this year and they have helped her to go back into day services and supported her after losing her mum (55 years).
- They have shown us all as a family care and compassion and they have so many fun and educational activities for people to get involved in. This service is so important and we are truly grateful.
- They provide an excellent service all round and fully understand the ways and needs of their clients and are a lifeline to the people that attend.
- If this facility was taken away from ***** he would be devastated and it would create problems for him and his carers.
- Despite the challenges faced by everyone the past 20 months I can only say a big thank you and well done for all the effort in ensuring my son's safety and continued attendance at the centre.

- This is a well needed service - without it families would struggle mentally and physically. I for one would not be able to continue to work if there was no day centres.
- Nothing really. But would like to thank you for all the help and support my auntie receives at the centre and long hope it continues.
- Since WBC palmed off Eastham Centre to WE, they have not had a decent budget, which didn't help with poor management at top level. Now they have a decent management, they do not have a budget. WE has suffered through the bad decisions that WBC made. It's been a lose lose situation from day 1. Now they need a budget and a fresh start to afford the concept the opportunity to succeed.
- I would like to see the charges that Wirral Council make be more detailed, i.e., (support at home services) doesn't make sense. A better description required.
- All staff we have been involved with when we have had the need to phone up - very understanding and helpful - Royden. As yet we have not had any reason to speak to Dale farm! Pleased with ****'s reports (oral only!!)
- Staff are always very welcoming and try to help each individual to their needs.
- No.
- Yes, it is most needed for people with learning difficulties and disabilities to help them to cope with daily life.
- They are an excellent company, they support the people who attend. I can not recommend them enough.
- I can relax when my daughter goes to the centre. It gives me time to relax and do things I want to do without worrying about her. This is very important to me.
- Our experience of Wirral Evolutions has been a positive one and my daughter has enjoyed her time at Best Bites. She has now got a placement at Oakenholt which is quite a different setting and she is still settling in, meeting new people and having new experiences is a positive. She does miss the opportunity to go to 'work.'
- N/A
- Wirral Evolutions are a life line not only to people with disabilities but to their families.
- No, they provide a brilliant service
- The worry over that we will have to move our son to another centre has not helped us at this time, with all the thing going on in the world, has not helped watching him struggle then thinking about when thing will change how he will cope.
- Only.... Keep up the good work and Thank You to Wirral Evolutions, Staff members and service users.

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22nd February 2022

Wirral Evolutions Board and Senior Leadership Team were given sight of the committee report submitted by Jason Oxley, Assistant Director Care and Health, and Commissioning for People scheduled for the Adult Social Care & Public Health Committee scheduled for the 3rd of March 2022 and we were saddened by its recommendation to return the service to the Council

On behalf of Wirral Evolutions, we would initially like to state the following points to be considered by all the committee members and request further due diligence and evidence-based information is provided to this committee before reaching a decision. Due to the short notice offered to Wirral Evolutions to provide a response; WE will develop a more detailed response over the next week. In the short term, WE have grouped the outstanding questions to be answered against the following headings for ease of review.

This final committee report should address the following shortfalls: -

Financial Value Appraisal

1. There is no detailed comprehensive financial appraisal provided which supports this recommendation. Can this information be provided to the committee?
2. There is no detail provided of the insource service model, financially costed, as stated in the objectives of the terms of reference for the value for money review.
3. The financial information provided in this report only provides the information from the WE savings proposal, which relates to the consolidation of assets and the greater economies of scale from the new staffing structure presented to this committee in March 2021, which subsequently was considered not acceptable by this committee in September 2021 with a request to WE to stop this transformation programme? Can this the financial information of an inhouse service be provided to the committee?
4. There has been no evidence provided of an objective, evidence-based assessment of the value for money review, no success criteria detailed or provided and no metrics to support the subjective assessment presented in these papers. Can this information be provided to the committee?
5. The report does not detail the service costs or correlation of service needs (charged to WE in the buyback arrangements have been reviewed as part of the value for money review, both quality or provision and economic value. Can this information be provided to the committee?



6. The little financial information provided within this report and does not appear to be tested, for example, no cost for the insourced transition programme and inaccuracies in respect of expected costs and savings, additional pension transfer costs would represent a negative balance at a contribution of 17%, as approx. 40 staff members would enter the local government pension, in addition, what is not calculated is if 17% will increase with the additional WE workforce which may be considerably more. Can the financial appraisal be developed for this committee to include actual cost as opposed to assumed cost?
7. The existing contract has not been evaluated as part of the value for money review in respect of the levels of support needed for the people who attend the service despite this being repeatedly requested over a three-year period. Can this information be provided to the committee?
8. The Transformation programme, presented by the Company to the Commissioner to operate within the proposed contract and subsequently stopped at the request of this committee to modernise the service and bring the costs in line with the contract price. Can this position be clarified as part of the financial options appraisal?
9. There is no recognition to the financial savings plan achieved by the Company, in excess of £0.5m/annum, against a contract with no inflation/RPI since 2015 and considerable additional costs imposed on the company by council departments. Can this information be provided to the committee?
10. The Business Case submitted by WE in December 2019 in response to the commissioner challenge to reduce operating costs to the contract value, was initially approved by Council HR and Financial accountants and this committee in March 2021 and subsequently stopped due to public opinion in September 2021. Can this information be considered by the committee?

Growth & Improvement

The Company has developed growth opportunities, which has been provided to the Shareholder Board and have been included in the 2022-2023 Annual Business Plan.

11. There is no acknowledgement of the growth opportunities submitted in the Company Annual Business Plan, which includes – growing younger adults' markets, older people's markets, commercial partnerships, and population health outcomes, developing a service without walls for the benefit of the people we support. Can this information be provided to the committee?
12. There is no consideration of the significant improvements achieved by the Company or the influencing factors outside the company control. Can this information be provided to the committee?



- a. 2019-2020 recovered the company, significantly improved Governance, transparency, quality of service and greater outcomes for people supported
- b. 2020-2022 operated within Covid environment to support the most vulnerable adults, families, and other external providers at the request of the commissioner and recovered the debt on balance sheet, alongside the development of the growth strategy

Personalised V Standardised

13. There is no evidence of personalised care support based on levels of support required to support the current and future demographics within the service, in the future proposal, there is only evidence that its standardised care and one size fits all. Can this be clarified for the committee?
14. WE currently support the following vulnerable adults with a learning and physical disability. The staffing structure is based on their support needs, delivering high quality and safe personalised day opportunities. Can the committee consider this?

Location	No. of SU on Portal	Age Range	Low	Med	High
The Grange Best Bites	31	22 -57	14	16	1
Pensby Wood	21	25-71	0	0	21
Heswall Day Centre	59	21 -79	4	35	20
Cambridge Road	51	25 -67	9	24	18
Dale Farm	58	21 - 78	29	19	10
Highcroft	37	22 -75	6	13	18
Royden Park	30	23 - 68	10	19	1
Eastham Centre	56	21 -74	18	15	23
Oakenholt	38	21 - 73	17	16	5
Totals	381	0	107	157	117

*NB 44 people attend during normal service multiple locations in a week

* In addition to the block contract above 12 people who funded via health or private

Stakeholder value and Social Value outcomes



15. There is little reference to the exceptional stakeholder satisfaction – 97% of parent carers recommend WE, 89% of people we support recommend WE and 70% staff recommend WE. Can this information be included within this proposal?
16. The compelling information provided by the company to the project team as part of the value for money review. Can this information be included so that the committee has a balanced view of the progress and success of the company?
17. There is little evidence of the quantifiable social outcomes the company has achieved within Wirral contained within the report. Can this information be included so that the committee has a balanced view of the progress and success of the company?
18. There is no reference or acknowledgement of the restrictions placed on the Company to seek growth opportunities. Can this information be included so that the committee has a balanced view of the progress and success of the company?

There are many other Models to be considered, for example.

Continue with the current service model being delivered by WE but change the status to a CIC, and develop a longer-term contractual arrangement, based on the contract price to reflect current costs of services & inflation, again, the company would submit a growth strategy and plan to reduce reliance on the Council. Can other options be developed and provided to the committee to enable a fair evaluation of options?

On behalf of Wirral Evolutions Board and Senior Leadership Team, we sincerely hope the adults social care and public health committee consider the contents of the paper and we look forward to working together for the benefit of the people support, parent carers and the valued workforce.

Kind Regards

Jean Stephens

Managing Director





ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

THURSDAY 3 MARCH 2022

REPORT TITLE:	ADULT SOCIAL CARE AND PUBLIC HEALTH WORK PROGRAMME
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

The Adult Social Care and Health Committee, in co-operation with the other Policy and Service Committees, is responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee. It is envisaged that the work programme will be formed from a combination of key decisions, standing items and requested officer reports. This report provides the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Adult Social Care and Health Committee is attached as Appendix 1 to this report.

RECOMMENDATION

The Adult Social Care and Public Health Committee is recommended to note and comment on the proposed Adult Social Care and Health Committee work programme for the remainder of the 2021/22 municipal year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Adult Social Care and Health Committee have the opportunity to contribute to the delivery of the annual work programme.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A number of workplan formats were explored, with the current framework open to amendment to match the requirements of the Committee.

3.0 BACKGROUND INFORMATION

- 3.1 3.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:

- The Council Plan
- The Council's transformation programme
- The Council's Forward Plan
- Service performance information
- Risk management information
- Public or service user feedback
- Referrals from Council

Terms of Reference

The Adult Social Care and Health Committee is responsible for the Council's adult social care and preventative and community based services. This includes the commissioning and quality standards of adult social care services, incorporating responsibility for all of the services, from protection to residential care, that help people live fulfilling lives and stay as independent as possible as well as overseeing the protection of vulnerable adults. The Adult Social Care and Health Committee is also responsible for the promotion of the health and wellbeing of the people in the Borough. The Committee is charged by full Council to undertake responsibility for:

a) adult social care matters (e.g., people aged 18 or over with eligible social care needs and their carers);

b) promoting choice and independence in the provision of all adult social care;

c) all Public Health functions (in co-ordination with those functions reserved to the Health and Wellbeing Board and the Overview and Scrutiny Committee's statutory health functions);

d) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and

e) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to:

(i) furthering public health objectives through the development of partnerships with other public bodies, community, voluntary and charitable groups and through the improvement and integration of health and social care services;

(ii) functions under or in connection with partnership arrangements made between the Council and health bodies pursuant to Section 75 of the National Health Service Act 2006 ("the section 75 Agreements");

(iii) adult social care support for carers;

(iv) protection for vulnerable adults;

(v) supporting people;

(vi) drug and alcohol commissioning;

(vii) mental health services; and

(viii) preventative services.

4.0 FINANCIAL IMPLICATIONS

4.1 This report is for information and planning purposes only, therefore there are no direct financial implication arising. However, there may be financial implications arising as a result of work programme items.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report. However, there may be legal implications arising as a result of work programme items.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are no direct implications to Staffing, ICT or Assets.

7.0 RELEVANT RISKS

7.1 The Committee's ability to undertake its responsibility to provide strategic direction to the operation of the Council, make decisions on policies, co-ordinate spend, and maintain a strategic overview of outcomes, performance, risk management and budgets may be compromised if it does not have the opportunity to plan and regularly review its work across the municipal year.

8.0 ENGAGEMENT/CONSULTATION

8.1 Not applicable.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

This report is for information to Members and there are no direct equality implications.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report is for information to Members and there are no direct environment and climate implications.

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APPENDICES

Appendix 1: Adult Social Care and Health Committee Work Plan

BACKGROUND PAPERS

Wirral Council Constitution
Forward Plan
The Council's transformation programme

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE
WORK PROGRAMME 2021/2022
KEY DECISIONS

Item	Approximate timescale	Lead Departmental Officer
CVF Business Case	TBC	Julie Webster / Nikki Jones
All Age Disability	June 2022	Jason Oxley / Simon Garner/ James Backhouse

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Carers Strategy	TBC	Jayne Marshall
Social Care Complaints Report	TBC	Simon Garner
Suicide Prevention	TBC	Gary Rickwood
Adult social care Business Continuity Plans	TBC	Jayne Marshall
Healthy Wirral Programme	TBC	Graham Hodgkinson
Supported Living – Revised Model	TBC	Simon Garner
Health and Wellbeing Strategy	TBC	Julie Webster
Community Care Services Review	TBC	Graham Hodgkinson
Dementia Care and Prevention	TBC	TBC
Disabled Facilities Grant	TBC	Bridget Hollingsworth

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring Report	Each scheduled Committee	Sara Morris
Performance Monitoring Report	Each scheduled Committee	Nancy Clarkson
Covid-19 Update	Each scheduled Committee	Julie Webster
Adult Social Care and Health Committee Work Programme Update	Each scheduled Committee	Daniel Sharples

Social Care Complaints Report	Annual Report – Jan	Simon Garner
Adults Safeguarding Board	Annual Report – July	Lorna Quigley
Public Health Annual Report	Annually	Julie Webster

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Working Groups/ Sub Committees				
Performance Monitoring Group	Workshops	Monthly from June 2021	Jason Oxley	
Task and Finish work				
Quality Accounts 2020/21	Task & Finish		Committee Team	
Spotlight sessions / workshops				
County Lines Action Update	Workshop		Paul Boyce/Tony Kirk	
Public Health Implications of 5G Roll Out	Workshop		Julie Webster	
Corporate scrutiny / Other				
Performance Reporting Review	TBC	TBC	TBC	
Written briefings				
Thorn Heyes (written briefing after partnerships in Feb)	TBC	Simon Garner		
Position statement – Refugees (written briefing)	TBC	Lisa Newman		