



Enriching Lives of People with Disabilities & Maximising Potential  
#OneLifeLetsLiveIt

**Annual Business Plan**  
**Financial Year 2021 – 2022**  
draft V2

**CONFIDENTIAL**

**This document contains commercially sensitive information  
that would be advantageous to our competitors**

Wirral Evolutions Ltd is a private company limited by shares, registered in England and Wales, no. 09589953, trading as a wholly owned Local Authority Trading Company (LATCo) on behalf of its Shareholder, Wirral Council



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# PURPOSE OF THE PLAN



PURPOSE

- 1.0 **Purpose of the plan**
- 1.1 The purpose of this Annual Business Plan is to set out the objectives, plans and targets for the Wirral Evolutions Ltd (referred to as WE for the remainder of the document) for the financial year commencing the 1st April 2021 to 31st March 2022
- 1.2 The Annual Business Plan sets out in detail the actions WE will undertake in 2021-2022 to deliver elements of the company's 5-year Business Strategy approved by Wirral Council Shareholder Board in January 2020
- 1.3 The Annual Business Plan will be reviewed by WE Board of Directors on a quarterly basis as part of the company's performance reporting schedule. Any significant change that constitutes a reserved matter will be reported to the Shareholder Board/Officers in accordance with the Shareholder Agreement
- 1.4 The contents of the Annual Business Plan are a complete and integrated set of actions. The plan therefore needs to be approved as a single package

# KEY ACHIEVEMENT IN 2020-2021<sup>a</sup>

## 2.0 Key Achievement in 2020-2021 – ‘Our response to the Covid-19 pandemic’

2020-2021 has been an unprecedented year, operating front line services for the most vulnerable adults with a learning disability, within an unknown global pandemic – **our response was and will continue to be exceptional** - placing the people we support and our workforce’s safety and wellbeing at the heart of everything we do. We are proud that we were able to open our services during a time when many other services remained closed.

### WE:

- ✓ Produced a rigorous and comprehensive '[WE remobilisation essential criteria](#)' which was approved by WE Board and Wirral Council in August 2020
- ✓ Successfully reopened all locations, in compliance with the 'criteria' to support approx. 300 people we support in a safe environment, whilst operating an alternative week provision to accommodate the social distancing requirements
- ✓ Responded promptly and effectively with two Covid-19 cluster outbreaks resulting in two locations closing. This was in accordance with '[WE escalation process for closure](#)' in the event of an Covid-19 cluster outbreak or national lockdown
- ✓ Continued to use technology to reduce social isolation and maintain strong governance arrangements
- ✓ Provided a team of dedicated Mental Health Advisors to support the workforce when needed
- ✓ Maintained strong communications with all our workforce and stakeholders within the WE Family
- ✓ Produced easy read documents to support the physical and mental wellbeing of the people we support with complementary updates through a dedicated web page [Wirral Evolutions coronavirus updates](#)
- ✓ Responded effectively and efficiently to all national Covid-19 lockdowns and reverted to WE outreach programme
- ✓ Offered all the workforce access to take up the Covid-19 vaccination, of which approx. 90% of the workforce took up the offer
- ✓ Introduced regular Covid-19 testing for the workforce
- ✓ Maintained quality standards and assurance across the service in accordance with WE Quality Framework
- ✓ Provided compliance information to Wirral Council on all matters relating to the contract
- ✓ 78% of our workforce reported, good to excellent regarding the company’s response to the Covid-19 pandemic (139 respondents)

6695

Welfare telephone/video calls delivered to people we support, their parents/carers by our workforce in



3,897

Hours of staff training delivered



70,109<sup>1</sup>

Enrichment activities hours provided in-centre for those identified as most vulnerable



11

Easy Read documents/guidance produced

4,380

Volunteer hours provided



120

Members in the Wirral Evolutions Community Facebook Group



51

Members in the Wirral Evolutions Staff Facebook Group



9

Speak Up Be Heard meetings held (via Zoom)



78%<sup>2</sup>

Of the workforce reported a good to excellent response from Wirral Evolutions to the COVID-19 pandemic over the last 12 months

<sup>1</sup> - Number of people we support x session length = total hours of enrichment activity hours provided

<sup>2</sup> - WE Ltd workforce survey results. 139 respondents completed the question, 7 skipped (scale: 1=poor, 10=excellent)

<sup>a</sup> : Full achievements and impacts will feature in WE annual report 2020-2021, published June 2021

# KEY CHALLENGES IN 2020-2021

## 2.1 Key Challenges in 2020-2021



Executing an annual business plan with reaching aspirations proved to become a significant challenge for the company due to the global Covid-19 pandemic throughout 2020 -2021 and into 2021-2022. Our response to this global pandemic was exceptional, placing the people we support and our workforce at the heart, ensuring safety and wellbeing was paramount.

Despite this challenge which was out of the company's control, the company as preformed successfully in many areas which has provided improved strength, determination and strong character to further success. However, the most notable challenges / negative impacts reported against the annual business plan 2020-2021 have included:-

- Reduced number of day activities provided for the people we support, due to alternative week service delivery in compliance with Government social distancing restrictions
- Workforce face to face training cancelled during three national lockdowns in compliance with Government guidelines
- Financial efficiency not gained for 2020-2021, due to the workforce restructure being paused
- Loss of income outside the DASS commissioned contract, due to three global lockdowns in compliance with Government guidelines
- Full annual satisfaction survey with wider stakeholders and partners paused (with the exception of the workforce)
- Stretched capacity within the company's leadership team with the reopening of services within Covid-19 restrictions, preparation for executing the agreed savings proposal to restructure and modernise services, whilst responding to significant requests from Wirral Council

# STRATEGIC REVIEW

## 3.0 Strategic Review

3.1 **Wirral Evolutions Ltd** Business strategy 2025 continues to evolve in the markets in which adult social care operate and change. The company remains committed to its mission, vision, values and outcomes illustrated in diagram (A), the company's Strategic Intent, which was approved in 2019, whilst being guided by its core principles illustrated in diagram (B), agreed in 2020 from the Business Strategy

As **WE** develops and matures, its key focus over the next financial year will be:-

3.2 **Pandemic** : To continue to respond and operate day services within a Covid-19 safe environment

3.3 **People (CA1)**: To provide high quality provision to all the people we support by redesigning and investing in the workforce as needed

3.4 **Place (CA3 CA4)**: To commence the modernisation and rationalisation of day service provision into the heart of the community

3.5 **Profile (CA5)** : To strive to be the provider of choice by improving innovation, market positioning and a culture of growth

3.6 **Partnerships and stakeholder management & governance (CA5)** : To maintain strong partnerships and governance that contribute to our company vision, mission and values

Diagram B : Guiding Principles

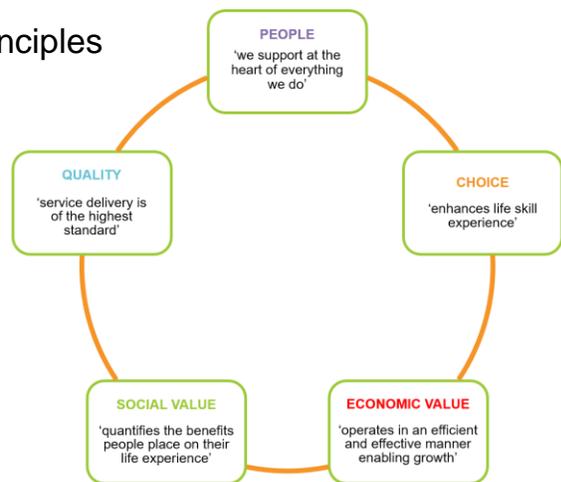
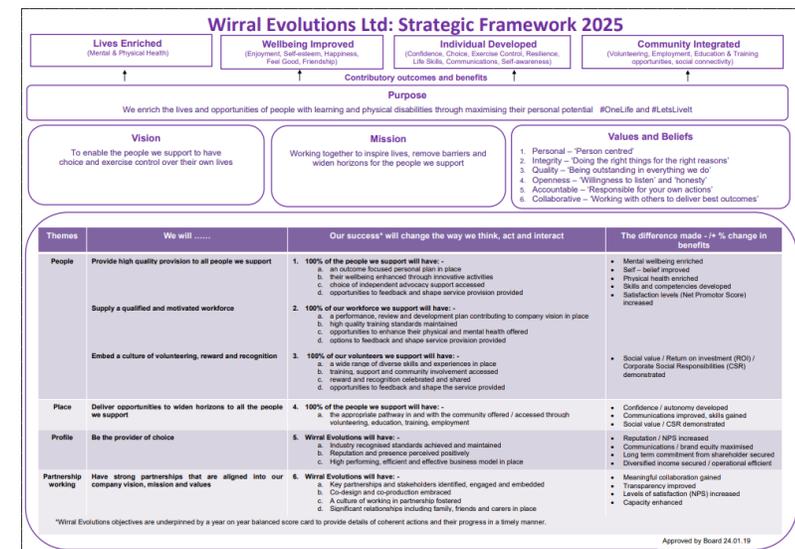


Diagram A : WE Strategic Framework 2025



<https://www.wirralevolutions.org/our-strategy>

# COMPANY OBJECTIVES

## 4.0 Company Objectives

The company objectives underpin the delivery of the overall strategic business strategy as outlined on page 6 of this document. Each outcome is monitored and reported quarterly to the company's board supported by a comprehensive balance scorecard as detailed on page 18 of this document for the financial year 2021-2022. Those actions identified with an \* are subject to capacity being in place within the organisation. The success of the outcomes may also be subject to the continual impact of Covid-19 pandemic/restrictions placed on the company

Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI cross reference
4.1	PEOPLE WE SUPPORT (P1)	High quality personalised provision for the people we support in place (CA1)	✓ Respond and operate day services within a Covid-19 safe environment, in accordance with national and local guidelines	OCM		
			✓ Enabling high quality care and meaningful 'life skills' through innovative experiences and activities, maximising potential	OCM		
			✓ Promote a culture of self advocacy enabling choice and reducing barriers people with a disability face in society	OCM		
			✓ Quantify the social value and benefit that people we support place on their experience	SBP*		
			✓ Utilise the satisfaction feedback to shape service provision and continuous improvement	OCM		
4.2	WORKFORCE (W1)	Qualified and motivated workforce in place (CA1/CA2)	✓ Implement organisational restructure based on 'people banding' criteria governed by HR and legal legislation, rules and regulations	EXEC		
			✓ Enhance leadership capacity and capability through a restructure	EXEC		
			✓ Conduct a skills analysis of all the workforce, to identify gaps and subsequently invest where needed, supporting the restructure	WC		
			✓ Embed a new performance appraisal framework	EXEC		
			✓ Maintain a comprehensive calendar of Continual Professional Development training to meet the needs of the workforce	WC		
			✓ Provide opportunities to enhance their physical and mental health offered	MC*		
			✓ Utilise the satisfaction feedback to shape service provision and continuous improvement	WC		

(\*Post holder to be recruited)

# COMPANY OBJECTIVES

Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI reference
4.3	VOLUNTEERS (V1)	A culture of volunteering, reward and recognition embed	✓ Begin to explore resources to fund a volunteer coordinator	SPB*		
			✓ Promote volunteering framework across all the service promoting standardisation and opportunities to broader diverse skills and experiences	HRC*		
			✓ Maintain a comprehensive calendar of CPD training to meet the needs of the volunteers	WC		
			✓ Reward and recognition celebrated and shared as part of profile	MC*		
			✓ Utilise the satisfaction feedback to shape service provision and continuous improvement	HRC*		

Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI reference
4.4	PLACE (PL1)	Life skills opportunities and experiences in or within the community accessed (CA3, CA4)	✓ Engage and consolidate existing asset base by vacating from 2 locations and 1 service area, governed by the principles of 'specialist and community hubs' working towards a vision of 'service without walls'	QM/OCM		
			✓ Commence the co-design of 'younger adults and older adults offer' using the principles of 'Making It Real' and the 'supported pathways' pilot as a blueprint where appropriate	QM/OCM		
			✓ Commence the development of a second PMLD facility to meet current demands	OCM		

(\*Post holder to be recruited)

# COMPANY OBJECTIVES

Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI reference
4.5	PROFILE (PR1)	The provider of choice (CA5)	✓ Maintain industry recognised standards achieved to maintain high quality care provision governed by the company's quality standards framework	QM		
			✓ Maintain a high performing, efficient and effective business model by achieving commissioned contract challenge running costs	FM		
			✓ Secure a 5 year contract specification, inflation indexed linked with Wirral Council	MD		
			✓ Through an agreed a set of service level agreements based on company needs with Wirral Council or appropriate providers	FM		
			✓ Explore and update the Governance and shareholder agreement between the Wirral Council and the company	MD/ BOARD/ WC		
			✓ Recruit a Head of Strategy, Business and Performance	MD		
			✓ Develop business and growth strategy for 2022-2025 aligned to Wirral Evolutions Ltd vision and values – see <i>appendix C Growth Model</i>	EXEC & BOARD		
			✓ Enhance the company's reputation and presence through an continual improved Net Promoter Score (NPS)	SBP* MC*		
			✓ Maximise brand equity and presence governed by the company's Marketing and Communications framework	MC*		

(\*Post holder to be recruited)

# COMPANY OBJECTIVES

Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI reference
4.6	PARTNERSHIPS & STAKEHOLDER MANAGEMENT (PSM1)	Strong partnerships that contribute to our company vision, mission and values in place	✓ Develop WE Family sub-committee structures	EXEC		
			✓ Stakeholder management with Wirral Council project board, strategic commissioned contract group	MD OCM		
			✓ Define and engage with a supply chain of external agencies across LCR/Cheshire	SBP*		
			✓ Foster a culture of co-designing service offers within the WE Family linked to 4.4	QM/OCM		
			✓ Utilise the satisfaction feedback to shape service provision and continuous improvement linked with 4.5 Net Promoter Score (NPS)	SBP*		
Theme		What success looks like? Outcome	How it will be achieved?	Lead	Progress Rating	BSC KPI reference
4.7	GOVERNANCE AND COMPLIANCE (GC1)	Strong transparent governance and compliance in place	✓ Compliance with Wirral Council Shareholder Agreement	MD		
			✓ Compliance with Company's Law	FM		
			✓ Compliance with internal / external audit	FM		
			✓ Explore a Working Capital Loan facility from Wirral Council to support cash flow challenges	MD/FM		
			✓ Compliance with Wirral Council adult social care and health committee reporting structure	MD		
			✓ Compliance with Wirral Evolutions Governance Framework	EXEC / BOARD		
			✓ Compliance with Wirral Evolutions Financial rules and regulations framework	FM		
			✓ Compliance with Wirral Council Commissioned Contract	OCM		
			✓ Embed new Wirral Evolutions Board / Workshop structure	MD / BOARD		

(\*Post holder to be recruited)

# COMPANY MANAGEMENT AND LEADERSHIP

## 5.0 Board of Directors

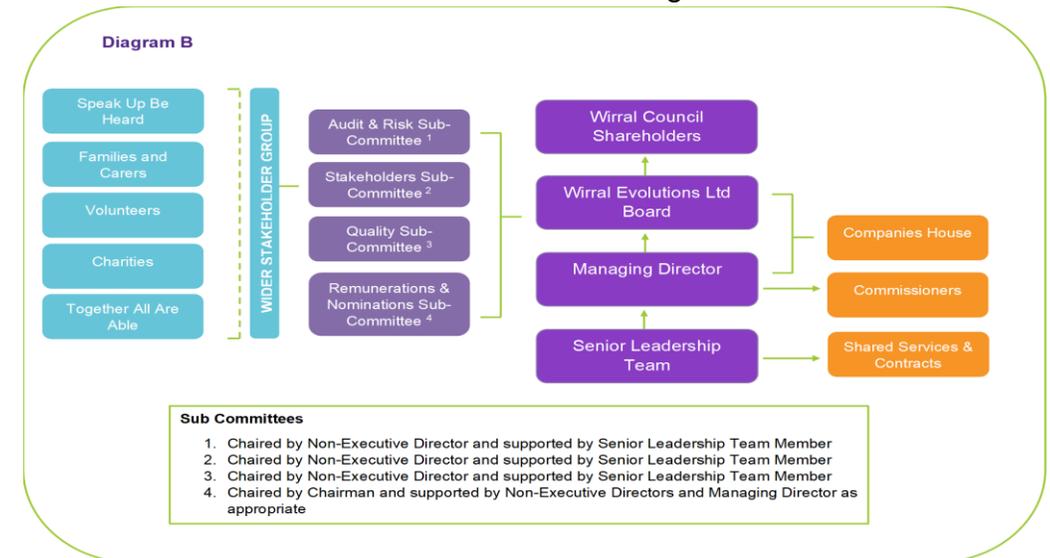
5.1 The Board of Directors operate in accordance with the requirements of the Shareholder Agreement, the Memorandum and Articles of Association and Governance Framework. The Board meets formally a minimum of ten occasions annually, together they review and ensure the company is on track to meet its objectives and in accordance with the company's comprehensive Governance Framework

5.2 The Board currently comprises of 4 directors, of which, 3 are Non-Executive roles (Chair, Audit and Social Care) and 1 Executive role (Managing Director) and adhere to the [Board of Director's Handbook](#)

5.3 The prime responsibility of the Board it to set the direction of travel for the company in terms of strategy, performance, quality standards, human resources, audit and risk, improvement and mentoring. The Board is supported by sub committees as a vehicle for engagement, communications, scrutiny and assurance, the adjacent diagram sets out the relationships and accountability between the Shareholder, the Board, Executive Team and other significant Stakeholders

5.4 The Board provides its own internal company secretary function in compliance with company law

Wirral Evolutions Ltd : Governance Diagram



## 6.0 Executive Leadership Team

6.1 The Executive Leadership Team consists of 4 members: Managing Director, Finance Manager, Operations Manager and Quality Manager

6.2 The Quality Manager will be retiring, and the post has been deleted as part of an organisational restructure

6.3 A Head of Strategy, Business and Performance post will be recruited externally during 2021-2022. The post is funded from the company's restricted transformational funds for two years, whereby it is anticipated the post will generate sufficient funds to be sustainable. The post holder will join the Executive Leadership Team

# STAFFING

## 7.0 Culture and Organisational Change

7.1 Identified in the WE business strategy 2020 – 2025, six high level coherent actions were identified to support the change required to fulfil the mission, vision and values of the company. Specifically, to the workforce, **Coherent Action 1** : To deliver safe, consistent and quality assured standard of care by utilising the ‘people banding’ analysis to restructure and invest in the workforce where needed. The whole scale restructure will:-

- ✓ Enhance and enrich life skills enabling people we support to reach their full potential
- ✓ Strengthen leadership, management, spans of control and accountability, providing clarity and purpose for all roles
- ✓ Creation of three new focused services as part of the modernisation programme : Older Adults, Young Adults and PMLD
- ✓ Maximise the company’s potential, more outward facing and community focused
- ✓ Enable the company to operate efficiently and effectively within the £0.5M reduced Commissioned Contract Price of £5,015M for 2021-2022 (excluding budget pressure of transition costs – see *finance section*)
- ✓ Introduce a commercial culture within the organisation leading to future growth and diversification of income/opportunities in subsequent years
- ✓ Enable the company to deliver against its [Business Strategy 2025](#)

## 7.2 Pay Scales & Terms & Conditions

WE has its own:-

- ✓ Pay grades, which have been in place since 2015
- ✓ Terms and Conditions for all new starters. This currently equates to approx. 30% of the workforce, who have access to the NEST pension. The 70% of the workforce remain on TUPEd terms and conditions from Wirral Council and have access to LGPS. The percentage split is forecasted to grow due to the number of staff who may leave the company through Early Voluntary Retirement / Voluntary Severance during 2021-2022

## 7.3 Pay Awards

The Annual Business Plan 2021-2022 assumes 0% pay award for all staff, 2.5% for 2022-2033 and 3% for subsequent years, subject to funding, and long term commissioned contract inflation, indexed linked

## 7.4 Living Wage

WE has adopted the ‘living wage’ since 2015/16

## 7.5 Gender Pay Gap reporting

WE will meet its Gender Pay Gap reporting requirements

## 7.6 Union Engagement

The Board of Directors is committed to maintaining a positive relationship with its workforce and Trade Union representative. To achieve this, the company’s Executive Team will meet with recognised unions 3 times per year and weekly during the initial phase of transition

## 7.7 People Performance

WE will develop a people performance process to ensure an objective approach can be followed that measures performance against key competencies. This will be a framework by which the workforce will be set objectives, their performance monitored and development encouraged. WE do not operate a performance rated pay

# SUPPLIERS/SERVICES

## 8.0 **Wirral Council buy back service provision**

- 8.1 Wirral Council has 4 different elements to its relationship with WE:- the commissioned contract, as the shareholder, the buyback service provision and as a landlord of WE buildings.
- 8.2 Since WE inception in 2015, £466K of funding from within Wirral Council Commissioned Contract has been allocated for services from the Council to the Company. Unfortunately, no signed service level agreements have been in place, causing confusion over service provided against the needs of the company. This has compounded the pressure on the company, as the overall commissioned contract has been reduced by £0.5M and the need to provide value for money and high quality traded services to enable the company to flourish
- 8.3 2021-2022 Service Level Agreements will be produced based on the needs of the company, accompanied by a performance monitoring process to ensure best value is gained

## 9.0 **Wirral Council building lease agreements and maintenance provision for assets**

- 9.1 WE does not own its own physical assets. It is a tenant in Council owned buildings, paying rent comparable with the market value. The lease agreement was up for review in November 2020
- 9.2 WE will be consolidating the number of physical assets during 2021-2022 to meet the financial challenge set by the Council and as part of a modernisation programme
- 9.3 Wirral Council provide the maintenance provision for all owned assets in accordance with Health & Safety rules and regulations. As the tenant, WE is not funded for any building maintenance

## 10.0 **Working Capital Loan facility**

- 10.1 WE currently has no formal working capital loan facility, however, it does have a letter of comfort, provided by Wirral Council Finance Director dated 19<sup>th</sup> February 2019, on behalf of Wirral Council Shareholder Board. It was agreed WE would pay for the buy back of services in arrears to alleviate the cash flow issues through the year
- 10.2 WE in 2021-2022, will explore with Wirral Council access to a working capital loan facility

# FINANCIALS

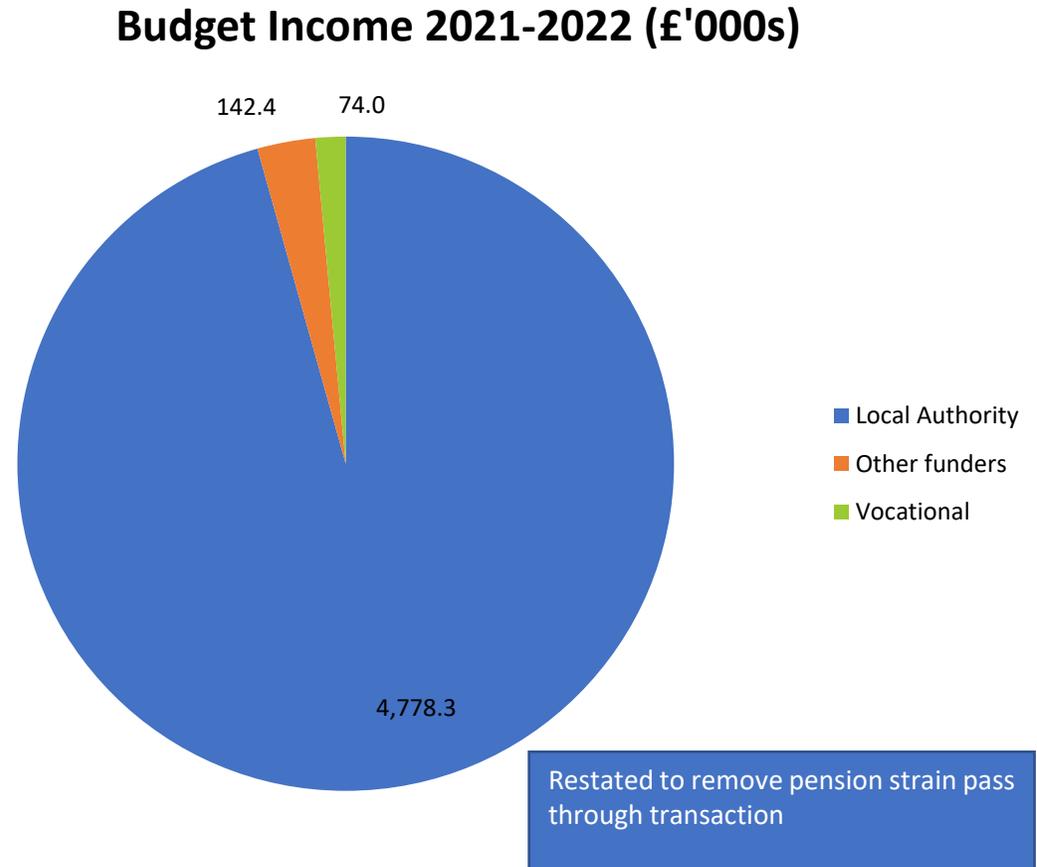
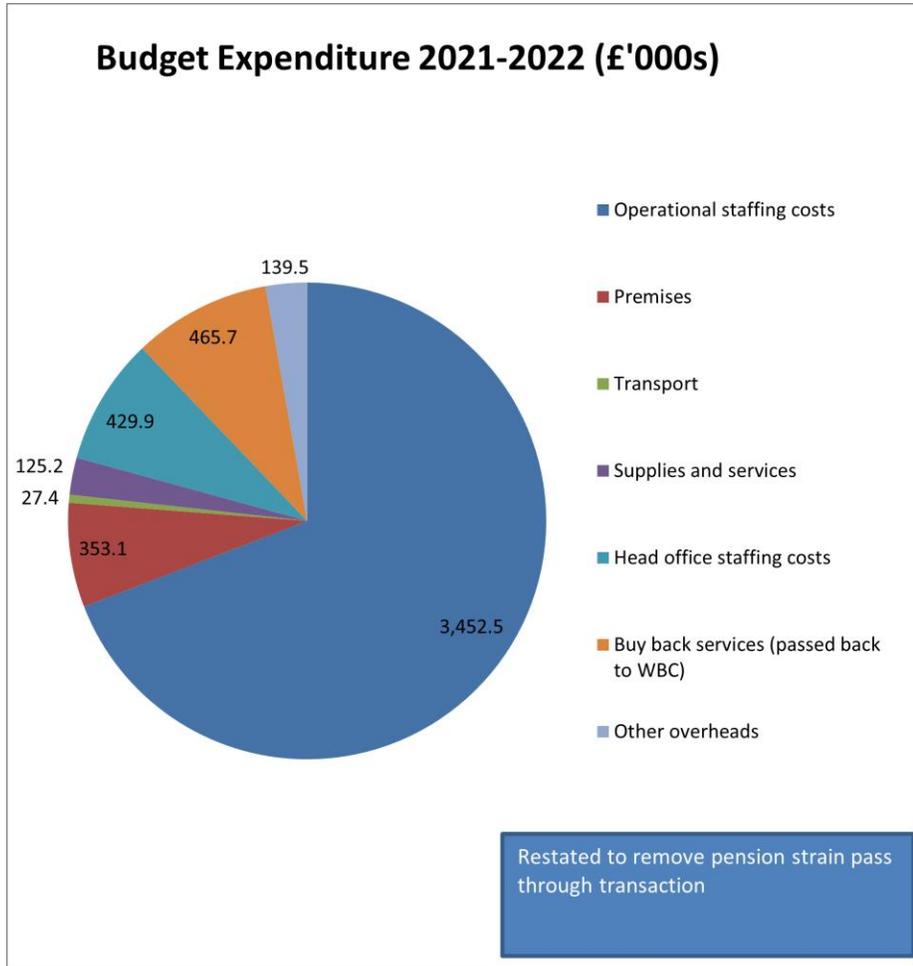
## 9.0 Financials

- 9.1 During 2021-2022, Wirral Evolutions Ltd, focus will be on 'transition and modernisation' operating within the reduced commissioned contract value of £5,015M, a reduction of £0.5M from 2020-2021. The reduction of £0.5M is split operational staff 30.36%, corporate services 37.09% and locations 32.46%
- 9.2 Transition from the existing restructure will create a financial pressure on the company of £124,496 for implementing the saving proposal. The HR and Legal protection of salary for a 12 month period, along with the potential loss of income for the first six months of 2021-2022 as the company and society recover from COVID pandemic, is approx. £112,830, which gives a budget pressure of £237,326 at the end of this financial year
- 9.3 The commissioned contract for 2021-2022 does not include inflation, however, discussions with the Wirral Council commissioning is expected to take place with this financial year to recommission a new 5 year contract, inflation, index linked from 1<sup>st</sup> April 2022 onwards
- 9.4 The company will be able to focus on growth areas, which will be driven by a new post : Head of strategy, business and performance
- 9.4 The company remains the largest service provider for adult day services for people with a disability across Wirral. This provides advantages in economy of scale verses local competitors, however, costs from previous TUPEd workforce could hinder these opportunities
- 9.5 The largest cost to the company is its payroll at 77%, of which 70% is in the LGPS and 30% is in NEST pension. The pension split is forecast to grow due to the ageing workforce through early voluntary retirement / voluntary service. 17% recharges back to the Council and 6% other

# THE BUDGET BREAKDOWN – 2021-2022

10.0

The total budget breakdown illustrated below is based on the full financial challenge on page 16 and the assumptions on pages 19-20 are fully implemented in a timely manner



# FINANCIALS

## 11.0 Five Year Forecast

11.1 The 5 year cash forecast illustrated below assumes the following, subject to confirmation following Government guidelines:-

- 21/22 at 0% inflation
- 22/23 at 2.5% inflation
- All other at years 3% inflation
- Recovery of transitional pay (£124,496) and loss of income due to covid (£112,830) total of £237,326 from Wirral Council

11.2 Head of Strategy, Business and Performance charged through revenue from September 2023, with income generation from this post commencing from April 2023

11.3 Non DASS income for : 2023/2024 £350K, 2024/2025 £500K, 2025/2026 £500K

11.4 All income generation will be subject to additional cost in the organisation - assumed economies of scale will apply, therefore, 80% (direct costs) allocated against these income targets

Year			Annual	Cumulative	% profit
Base	2020-2021	Retained losses B/F	-£19,586		
Year 1	2021-2022		£18,693	- £893	
Year 2	2022-2023		£1,401	£508	0.03%
Year 3	2023-2024		£41,562	£42,070	0.74%
Year 4	2024-2025		£48,724	£90,793	0.83%
Year 5	2025-2026		£47,186	£137,979	0.77%

# FINANCIAL HISTORY

## 12.0 Financial Bridge

12.1 The financial bridge adjacent indicates the additional costs placed on the company by the council which was outside company control . This resulted in the commissioned contract value increasing as shown in RED on the chart

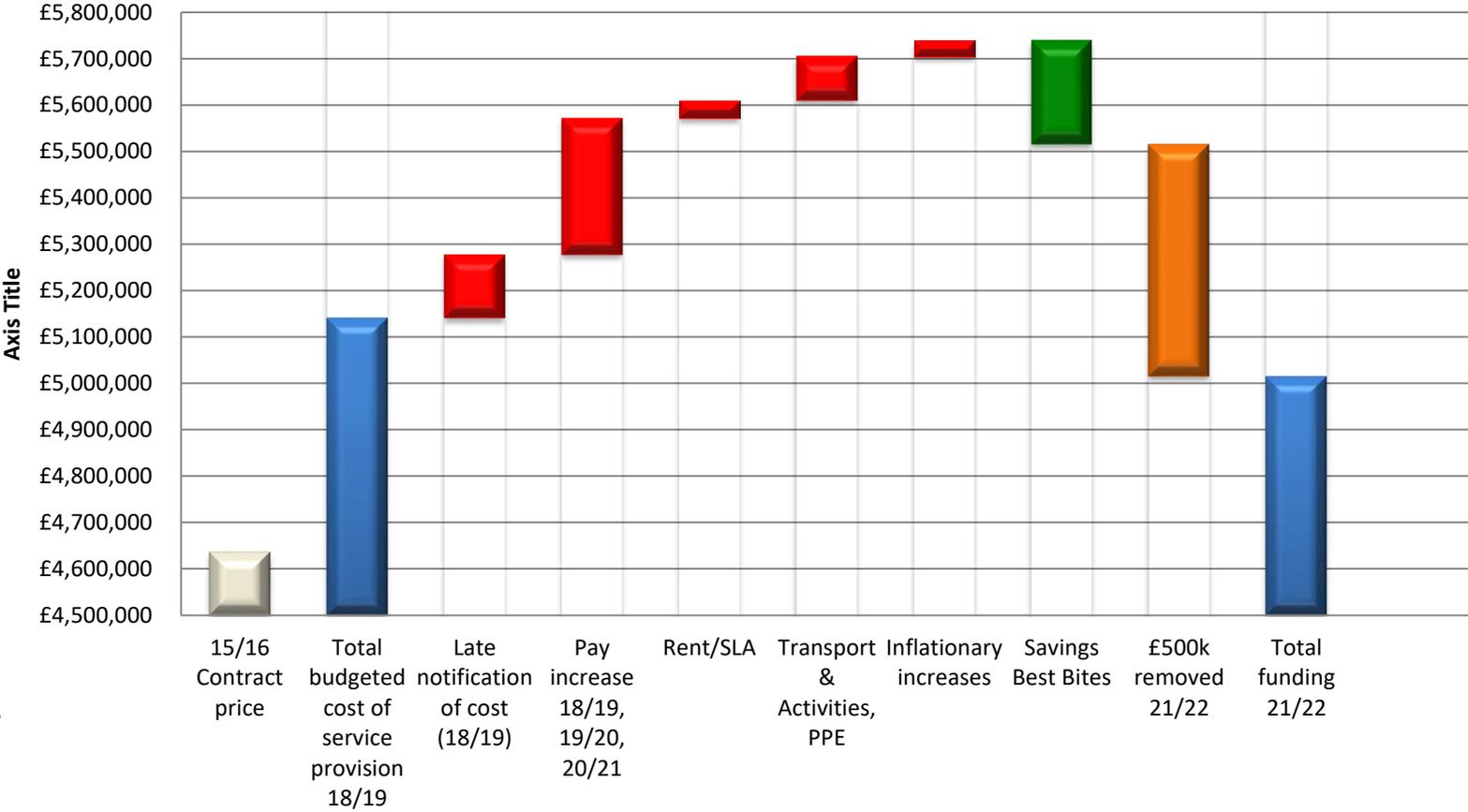
12.2 The commissioned contract since 2015, has not included year on year inflation, which has compounded the financial pressure on the company. This has resulted in requesting contract variations. If the commissioned contract had included year on year inflations, the company would be operating efficiency and effectively within the contract value, below the rate of inflation

12.3 The chart also shows the financial efficiencies and reductions as shown in GREEN, however, COVID has impacted up the changes required during 2020-2021 and will remain a key risk during 2021-2022 in achieving the savings required

12.4 The company does not have a long term commissioned contract beyond 2021-2022 which places the company at risk, compromising sustainability and growth opportunities

12.5 The company financial and operating position has been dramatically effected by Covid-19 pandemic during 2020-2021 and 2021-2022

**Movement in contract price 2015 to 2022 (Wirral Evolutions Ltd)**



# PERFORMANCE INDICATORS & TRENDS

## 13.0 **Company Performance Indicators & Trends**

13.1 WE has in place a comprehensive Performance Framework known as '*The Scorecard*' to monitor, review and evaluate the company's performance by using several metrics aligned to its strategic framework. It enables the Board and its Executive Team to identify and improve various internal functions of a business, resulting in more meaningful outcomes externally.

The Scorecard has four components: - **People, Profile, Place, Partnership working**. Each of the four components has several standardised key performance indicators (KPI) to track the specific actions aligned to the strategic framework 2025 see [Wirral Evolutions Ltd - Strategic Framework 2025](#)

Data, information and trend intelligence is provided on a quarterly and annual basis which is supported by a comprehensive **Annual Report** demonstrating impact and the difference made for the people we support – published each year in June in compliance with the Shareholder Agreement in place between Wirral Council and the company

Summary of WE Performance is presented to the Shareholder, Board, Commissioner and Stakeholders on a quarterly and annual basis in accordance with the Company's Governance Framework

## 13.2 **Contractual Performance Indicators and Trends**

13.3 Monthly meetings are in place between Wirral Council Social Care Commissioned Team and the company to review and monitor KPI's in accordance with the contract in place. In addition, Strategic meetings are in place to explore longer term commissioned contract, inflation, indexed linked

# ASSUMPTIONS, RISK & MITIGATING FACTORS

Headline	Assumptions		Specific Risk [if assumptions not honoured]	Mitigating Factors
<b>Political Environment</b>	Compliance against the Shareholder Agreement between Wirral Council Shareholder Board and Wirral Evolutions Ltd in place	X	Speed of decision making and approvals may effect company compliance arrangements and business development	✓ Monitor and report compliance arrangements against the Shareholder Agreement between Wirral Council and Wirral Evolutions Ltd
	Relationships with members of the Adult Social Care and Health Committee developed	X	Negative political impact on Leader and Council Members from parents, carers, people we support, self-advocates and surrounding communities	✓ Wirral Evolutions to report quarterly to the Adult Social Care and Health Committee ✓ Effective engagement, openness and honesty with elected members through stakeholder engagement and visits
	Meaningful engagement with people we support, parents, carers and families of the modernisation programme to withdraw from locations	X	Negative political impact on Leader and Council Members from parents, carers, people we support, self-advocates and surrounding communities	✓ Planned engagement and communications process
<b>Economic Benefit</b>	Wirral Council Health & Care Commissioned Contact, for 5 years, inflation, indexed linked in place	X	Unable to plan and execute the company's business strategy	✓ Strategic meetings with senior officers of the Adult Social Care & Health commissioning team to produce a 5 year contract ✓ Report progress to Adult Social Care and Health Committee
	Existing Shareholder Agreement updated	X	Lack of clarity and transparency Hinder growth and development	✓ Meetings with Head of Governance ✓ Workshop between Wirral Council and Wirral Evolutions Board
	Existing 'Buy-Back' services reviewed and robust service level agreements in place	X	Lack of clarity and transparency Compromise best value principles	✓ Meetings held with Wirral Council Commercial representative
	Transitional budget pressure recovered from Wirral Council	X	Cash flow of the company compromised	✓ Report produced for Wirral Council Shareholder Board / Officer group
	Loss of income due to Covid-19 restrictions recovered from Wirral Council	X	Budgets overspend compromising the solvency of the company	✓ Report produced for Wirral Council Shareholder Board / Officer group
	Working capital loan facility in place from Wirral Council for the Company	X	Cash flow of the company compromised	✓ Letter of comfort in place from Wirral Council Finance Director ✓ Report produced for Wirral Council Shareholder Board / Officer group
	Early Voluntary Retirement / Voluntary Severance funded by Wirral Council	X	Unable to restructure, to reduce the cost price to operate within contract value for 2021-2022	✓ Engagement and confirmation of funding from Wirral Council

# ASSUMPTIONS, RISK & MITIGATING FACTORS

Headline	Assumptions	Specific Risk [if assumptions not honoured]	Mitigating Factors
<b>Social Value</b>	Social value demonstrated through WE annual report	X Unable to demonstrate capacity released in the adult care system and levels of outcomes achieved	✓ Annual survey to demonstrate social value using accredited tools and methods
<b>Technological and Operational</b>	Covid-19 restrictions removed	X Unable to deliver contract fully Loss of care support for people with a learning disability Loss of life skills and opportunities Loss of income generation	✓ Adhere to national and local COVID guidelines/road map ✓ Recover loss of income from COVID recovery fund from the Council ✓ Communicate effectively and efficiency ✓ Use technology to remain engaged within the WE Family
	Speed of organisational change is conducted a consultative, engaging and timely manner	X Demotivated workforce Loss of experience, skills and competences Resistance to change	✓ Consultation in accordance with Wirral Council HR processes ✓ Open and transparent communications ✓ Invest in training and development ✓ Engagement with Trade Unions weekly ✓ Verbal update monthly to Wirral Council Project Board
	Management Information System in place	X Inefficient paper based system	✓ Management Information system embedded ✓ Training and development provided

# APPENDIX A : Company Foundations

**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 experience for adults with a wide range of learning and physical disabilities.

By placing the people we support at the heart of everything we do, we work hard to ensure that our service delivery is of the highest quality, enabling greater outcomes and benefits for the people we support. Our work ensures that:

- ✓ There is a focus on Physical and Mental Health, to enrich the lives of the people we support
- ✓ Wellbeing is improved, increasing the levels of enjoyment, self-esteem and happiness whilst promoting friendship
- ✓ Life skills are developed, encouraging confidence, choice, exercising control, communications and self-awareness
- ✓ Community integration as a way of life through volunteering, employment, education, training and social connectivity

We achieve this through a wide range of people centred services and activities across our multiple locations in the Wirral. This includes:

- ✓ Creative expression, through arts, pottery, crafts and music
- ✓ Physical Wellbeing through sports and leisure
- ✓ Hospitality and catering
- ✓ Horticulture, conservation and woodwork skills
- ✓ Beauty, sensory and relaxation experiences
- ✓ Information Technology
- ✓ Vocational Qualifications
- ✓ Education and learning
- ✓ Community volunteering and employment life skills
- ✓ Advisory and Advocacy support including travel, health and housing

# APPENDIX B: COHERENT ACTIONS

CALL TO ACTION - 2020 - 2025	
CA 1	<p><b>To deliver safe, consistent and quality assured standard of care by</b></p> <ol style="list-style-type: none"> <li>1. Utilising the 'people banding' analysis to restructure and invest in the workforce where needed</li> <li>2. Implementing Wirral Evolutions Ltd Quality Assurance Framework</li> </ol>
CA 2	<p><b>To enhance our leadership capacity and capability by</b></p> <ol style="list-style-type: none"> <li>1. Empowering a culture of leadership and enhanced competence levels across the workforce</li> <li>2. Conducting a skills analysis of all the workforce, to identify gaps and subsequently invest where needed</li> </ol>
CA 3	<p><b>To co-produce supported pathways to enhance independence by</b></p> <ol style="list-style-type: none"> <li>1. Designing and implementing an attractive and appropriate service offer for a] younger adults aged 18-24, b] adults aged 65+ and c] adults</li> </ol>
CA 4	<p><b>To modernise and rationalise day service provision into the heart of the community by enhancing independence through</b></p> <ol style="list-style-type: none"> <li>1. Utilising the asset review analysis and options appraisal to consolidate / co-locate day centres into 'specialist hubs' and 'community hubs'</li> <li>2. Co-developing and establishing new &amp; existing day experiences to sustain and widen horizons creating a 'service without walls'</li> </ol>
CA 5	<p><b>To improve innovation, competitiveness and market positioning, enabling greater sustainability by</b></p> <ol style="list-style-type: none"> <li>1. Building an effective and efficient supply chain of relationships and partnerships</li> <li>2. Identifying and generating 'social capital' value within the business community</li> <li>3. Exploring and implementing suitable options to diversify income and opportunities aligned to Wirral Evolutions Ltd vision and values</li> <li>4. Exploring potential markets for expansion and through competitive analysis provide alternative provision outside current commissioned contracts for adult social care opportunities</li> </ol>
CA 6	<p><b>To embrace a digital environment to support quality care provision by</b></p> <ol style="list-style-type: none"> <li>1. Undertaking a feasibility study of technology-enabled care (TEC), to deliver cost efficient solutions and improved care for people we support</li> <li>2. Identifying and deploying a digitalised system to improve the effectiveness of workforce administrative functions across the service</li> </ol>

# APPENDIX C: GROWTH MODEL

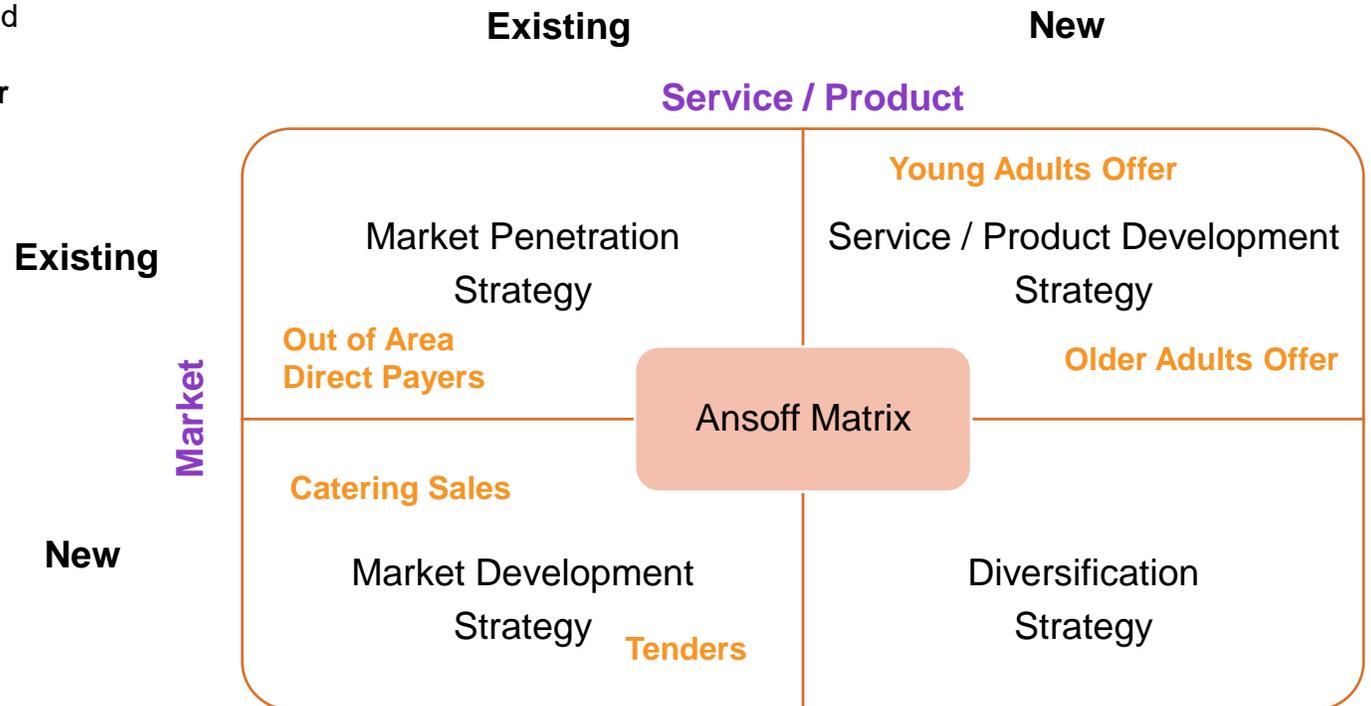
As outlined in the company's business strategy, coherent action 5 illustrated in appendix B on page 22, the strategic direction is **'to improve innovation, competitiveness and market positioning, enabling greater sustainability'**.

In doing so, the company, as part of its restructure will recruit a head of strategy and business development who will use Ansoff's product / market growth matrix (or similar model) to produce a business & growth strategy 2022-2025 underpinned by the company's vision, values and guiding principles as set out on page 6.

The insights from the competitor & stakeholder mapping and analysis exercise, will determine a series of growth plans (where appropriate) for:-

- ✓ Market penetration - growth plan where the business focuses on selling existing products/services into existing markets
- ✓ Market development - growth plan where the business seeks to sell its existing products/services into new markets
- ✓ Product development - growth plan where a business aims to introduce new products/services into existing markets
- ✓ Diversification - growth plan where a business markets new products in new markets

The diagram adjacent is for illustration purposes.



# APPENDIX E : Abbreviations

MD	Managing Director
OCM	Operational Manager (SLT Member)
QM	Quality Manager (SLT Member)
FM	Finance Manager (SLT Member)
SPB	Strategy, Performance & Business Development* (SLT Member) *new post to be recruited
WC	Workforce Coordinator
MC	Marketing Coordinator* new post to be recruited
HR	Human Resources Coordinator* new post to be recruited
EXEC	Collective term for Managing Director, Senior Leadership Team
BOARD	Board of Directors

# ACKNOWLEDGMENTS



On behalf of Wirral Evolutions Ltd, we would like to say a **BIG THANK YOU** to all our supporters:

People we support  
Parents, carers and families  
Our workforce and volunteers  
Together All Are Able  
Local charities and organisations  
Wirral Borough Council  
The communities around our settings

*'Together we enable the people we support to have choice and exercise control over their own lives'*

**#OneLifeLetsLiveIt**