

22<sup>nd</sup> 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 3<sup>rd</sup> 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?



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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
<b>Totals</b>	<b>381</b>	<b>0</b>	<b>107</b>	<b>157</b>	<b>117</b>

\*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

