

Annual Report 2020-2021



‘Celebrating a year of progress, impact and achievements’



Enriching Lives of People with Disabilities & Maximising Potential
#OneLifeLetsLiveIt

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WELCOME

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 safety and wellbeing at the heart of everything we do.

Highlight of our Covid-19 response included:-

- ✓ 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 lockdown 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)
- ✓ WE supported other social care providers with resources throughout the pandemic

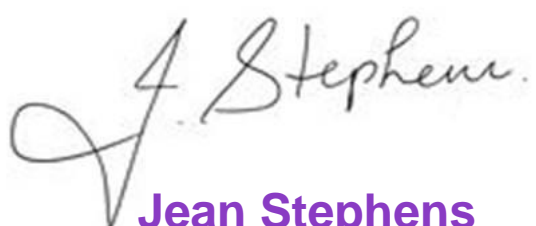
[Pages 13-14](#) show some of the key headlines and statistics of our response to the COVID-19 pandemic.

Wirral Evolutions Ltd remains committed to its [mission, vision, values and outcomes](#) and its [Business Strategy 2020 - 2025](#) continues to evolve in the markets in which adult social care operate and change. As **WE** develop and mature, our key focus over the next financial year will be:-

- ✓ To continue to respond and operate day services within a Covid-19 safe environment
- ✓ To provide high quality provision of service to all the people we support by redesigning and investing in the workforce as needed
- ✓ To commence the modernisation and rationalisation of day service provision into the heart of the community
- ✓ To strive to be the provider of choice by improving innovation, market positioning and a culture of growth
- ✓ To maintain strong partnerships and governance that contribute to our company vision, mission and values

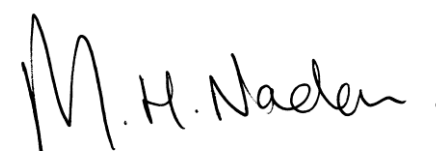
Whilst the list above is not exhaustive, the content of our annual report demonstrates a rich variety of statistical and impactful case studies which we hope you will enjoy reading.

Thank you for taking the time and helping us celebrate a year of progress, impact and achievements.



Jean Stephens
Managing Director

Best wishes



Mike Naden
Chair

WHO WE ARE



WHO WE ARE

Our Foundations

Wirral Evolutions Ltd was incorporated in 2015 as a private company limited by shares and trading as a Local Authority Trading Company (LATCo) on behalf of Wirral Council, 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

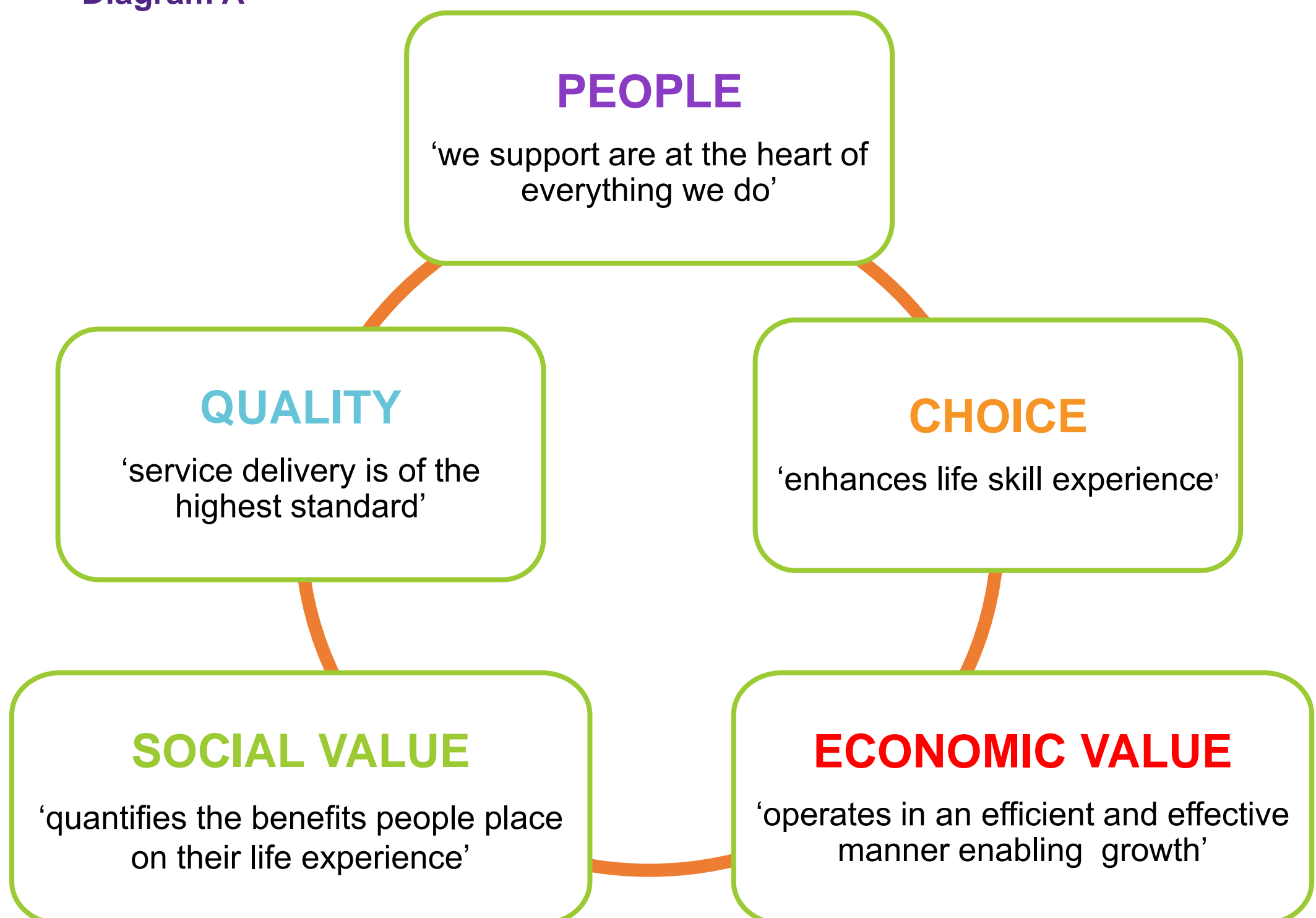
WHO WE ARE

Our Guiding Principles

To ensure long term continuity and success for the largest provider of adult day care services for people with learning and physical disabilities across Wirral, the company subscribes to a set of 'Guiding Principles' that underpins [Our Business Strategy 2020 – 2025](#) . In doing so our business strategy enables purposeful value for the people we support, shareholder, commission, stakeholders and community partners.

Through **personalisation**, **collaboration** and **supported pathways** our 'Guiding Principles' illustrated in diagram A below will ensure:-

Diagram A



OUR STRATEGY



OUR STRATEGY

Vision

To enable the people we support to have choice and exercise control over their own lives

Mission

Working together to inspire lives, remove barriers and widen horizons for the people we support

Values & Beliefs

Personal
Integrity
Quality
Openness
Accountable
Collaborative

Purpose

We enrich the lives and opportunities of people with learning and physical disabilities through maximising their personal potential

OUTCOMES & BENEFITS

LIVES
ENRICHED

WELLBEING
IMPROVED

INDIVIDUAL
DEVELOPED

COMMUNITY
INTEGRATED

OUR GOVERNANCE



OUR GOVERNANCE

Our Ways of Working

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

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](#).

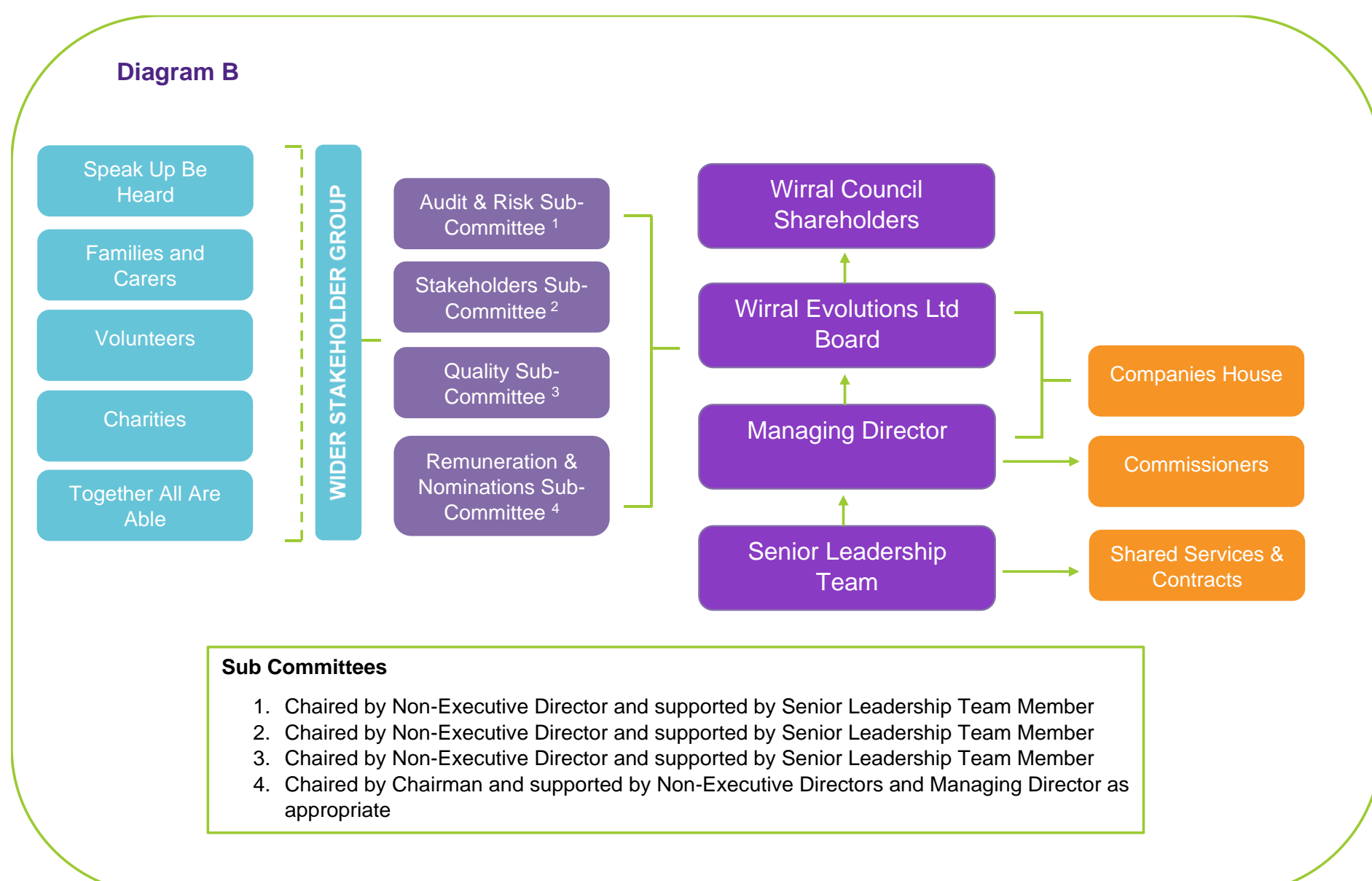
The board currently comprises of 4 directors, of which, 3 are Non-Executive roles (Chair, Audit and Social Care) and 1 Executive role (Managing Director) and adhere to the [Board of Director's Handbook](#)

The prime responsibility of the board is 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 diagram below sets out the relationships and accountability between the Shareholder, the Board, Executive Team and other significant Stakeholders.

The board provides its own internal company secretary function in compliance with company law.

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

Diagram B below sets out the relationships and accountability between the Shareholder, the Board, Executive Team and other significant Stakeholders



OUR BOARD OF DIRECTORS

Mike Naden, Chair

Mike has a broad range of experience as a result of roles within banking, Finance, Retail, Utilities and Engineering. He is an accomplished and experienced business expert who has significant management experience at a senior level. Mike also holds a non-executive role at the Ministry of Defence. Mike was appointed as Chair in November 2017.



Lisa Knight, Non-Executive Director

Lisa has a clinical background in mental health care and over 20 years' experience of working with the public and voluntary sector within health and social care. She is the Chair of Relate Cheshire, Merseyside & Greater Manchester, a Teaching Fellow at Lancaster University and a Non-Executive Director for St Helens & Knowsley NHS Trust.

Pam Williams, Non-Executive Director

Pam has a degree in Economics and is a qualified accountant and member of the Chartered Institute of Public Finance and Accountancy. Prior to her retirement in 2015, she had over 20 years experience operating at Board level in a wide range of local authorities, most recently as Executive Director of Finance at Tameside Metropolitan Borough Council. Pam also holds Non Executive Director and Audit Committee Chair positions with Mersey Care NHS Foundation Trust and Muir Group Housing Association.

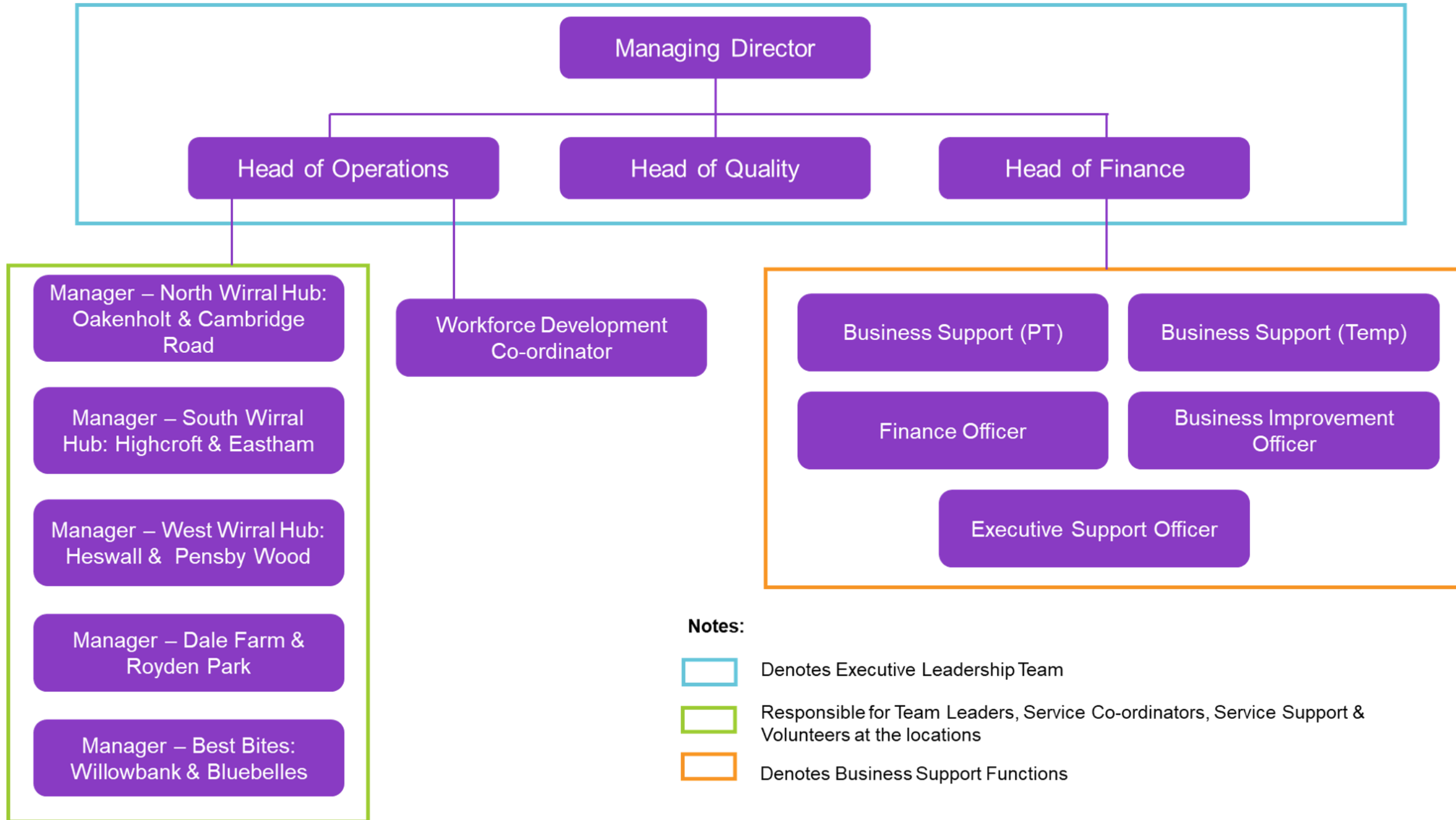


Jean Stephens, Managing Director

Jean has been Managing Director at Wirral Evolutions Ltd since February 2019. She has over 25 years of experience operating as a Chief Executive and at Board level within the Public, Voluntary and Commercial sectors. Qualified in leadership, management and marketing, Jean brings innovation, excellent organisational skills and a confident persuasive leadership style.

STAFFING STRUCTURE

Our People



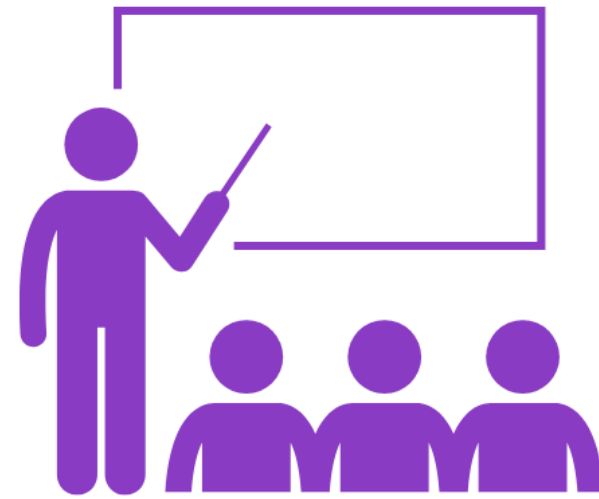
HEADLINE STATISTICS AND IMPACT



OUR RESPONSE TO COVID-19: HIGHLIGHTS

3,897

Hours of staff training delivered

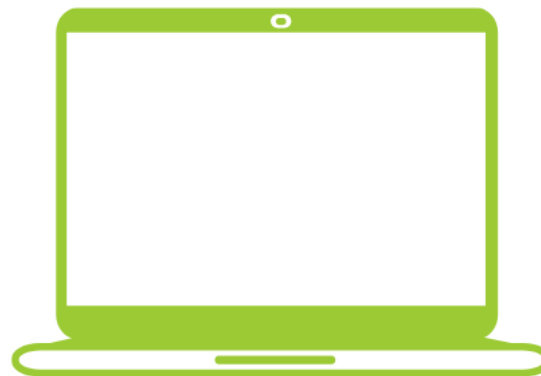


11

Easy Read documents/guidance produced

120

Members in the Wirral Evolutions Community Facebook Group



51

Members in the Wirral Evolutions Staff Facebook Group



78%¹

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

1. WE Ltd workforce survey results. 139 respondents completed the question, 7 skipped (scale: 1= poor, 10 = excellent)

OUR RESPONSE TO COVID-19: HIGHLIGHTS

People We Support

6695

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



70,109¹

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

4,380

Volunteer hours provided



9

Speak Up Be Heard meetings held (via Zoom)

1. Number of people we support x session length = total hours of enrichment activity hours provided

HEADLINES: PEOPLE

People We Support

Providing a high quality provision to all people we support

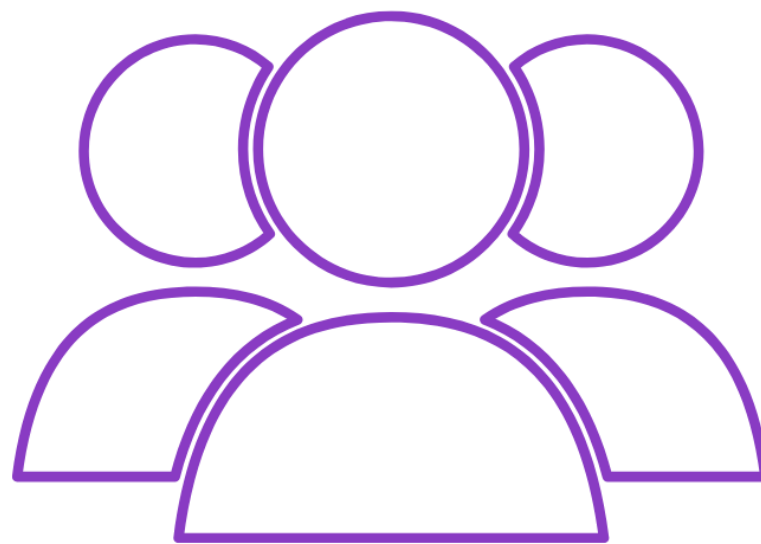
70,109¹

hours of enrichment/life skills activities and personal care provided



7

People we support gaining qualifications -
4 Level 1 and 3 Level 2



100%

of personalised outcome plans quality assured



AVERAGE OF

365

People with disabilities supported through enriched activities

1. Data extrapolated from 4 week snapshots = total of week x 12

PEOPLE

BL's Story

Why BL needed our support

- ✓ BL has a Learning Disability and Autism. He had not visited his GP since the age of four and was invited for a Covid-19 vaccination
- ✓ Both him and his mum were extremely worried and anxious about receiving the Covid-19 vaccination and requested additional support for him throughout the vaccination process

Steps taken to support BL

- ✓ BL was referred to the appropriate health team and social workers
- ✓ BL was provided with Easy Read guide to receiving the Covid-19 vaccination, explaining what would be involved
- ✓ Staff engaged and communicated providing ongoing reassurance to BL and his mum throughout the process
- ✓ Staff talked to BL via Zoom sessions about what would happen at the vaccination centre to help him understand and overcome his fears
- ✓ BL's Keyworker supported BL to prepare in advance for appointments, and attended appointments with him

The difference made

- ✓ During the referred visits from the community nurse at the location and at home, BL felt much more reassured and less anxious as he had a greater understanding of the vaccine process
- ✓ A Social Worker was able to liaise with BL regarding annual health checks to ensure his wellbeing is improved
- ✓ BL mum anxiety was reduced and her mental wellbeing was supported
- ✓ BL confidence increased, enabling him to make the decision to get the vaccine himself
- ✓ BL was positive and was able to talk about the vaccine with other peers
- ✓ BL had his vaccine in March 2021 – he was calm, relaxed and happy prior, during and post vaccine (and so was his mum)

'B's mum said that she could not believe that he had the vaccine and was pleased he was so relaxed. She thanked staff for their support'

#OneLifeLetsLiveIt

PEOPLE

SE's Story

Why SE needed our support

- ✓ SE lives in supported living with staff support at all times
- ✓ She enjoys the variety of home life and attending day services
- ✓ When the day services were closed due to COVID-19 she missed the activities and social interaction
- ✓ SE was also concerned about her physical health while in lockdown as she had been working hard to eat well and exercise before the pandemic

Steps taken to support SE

- ✓ Staff called SE on a regular basis to chat to her about what she was doing at home, providing reassurance and guidance on healthy eating and physical activities options in the home and keeping her informed of each stage of the lockdown
- ✓ Before returning to the day services, staff explained any changes that would be in place to SE to minimise her anxiety
- ✓ Staff provided SE with up to date information about local leisure centres and explained that they would not be open for some time due to the pandemic, explaining the importance of local and government guidance to SE
- ✓ On return to the service, staff encouraged SE to take part in new activities in place of attending the local leisure centre, which remained closed

The difference made

- ✓ Regular phone calls were made from the staff which enabled SE to feel supported and connected, reducing her feeling of isolation during the lockdown period
- ✓ SE felt reassured and had a greater understanding of why the changes to the new schedule that was offered to her when she returned to the service
- ✓ Smaller groups enriched SE wellbeing enabling her confidence to grow resulting in her being more engaged and interaction with her peers and staff in her service
- ✓ SE enjoyed a variety of new activities, developed new skills enabling her self esteem to improve and be more open to engaging in new opportunities

'SE is very glad to be back at the centre. She hopes the centre does not close again but understands the government guidelines'

PEOPLE

MP's Story

Why MP needed our support

- ✓ MP came to Wirral Evolutions in February 2021 and when referred to us, she had no existing provision in place
- ✓ MP lives with family and was unable to access the bath/shower
- ✓ MP was in desperate need of physio input following an operation as her mobility had deteriorated and she was suffering from ongoing pain
- ✓ Her mental health was also suffering because of her deteriorating physical health

Steps taken to support MP

- ✓ Staff liaised with the social work team to arrange taster sessions for MP
- ✓ MP was offered a 5 day service following the taster sessions
- ✓ MP was referred to a physiotherapist
- ✓ Input was requested from the SALT team for guidance around food/fluids and weight, and also for a communication aid
- ✓ Staff supported MP to have a shower each day
- ✓ Staff signposted MP's parents to other organisations for support around wheelchairs and support appliances

The difference made

- ✓ Daily physio helped MP improve physically and build core muscles
- ✓ The physio sessions also helped MP gain some confidence and increased her independence
- ✓ The support from staff to shower helped maintain MP's wellbeing and dignity
- ✓ MP has improved wellbeing due to the resources that have been put in place
- ✓ Being in a stimulating environment has aided MP's wellbeing and inclusion
- ✓ MP has been enjoying new experiences and has built new friendships
- ✓ MP's independence and choice has been promoted
- ✓ Staff have built on and adapted their own skills to help support MP and break down barriers

'Everyone has gone above and beyond to help and have been extremely accommodating' – MP's parent

#OneLifeLetsLiveIt

PEOPLE

Supported Pathways Pilot

Wirral Evolutions Ltd Supported Pathways Pilot (known as 'The Pathways Pilot') was established in 2019. The purpose was to evaluate the impact of supporting a small cohort of people in our services with learning disabilities and enable their journey to become more independent through alternative activities, gaining qualifications and accessing local community volunteer/employment opportunities.

The Pathways Pilot was underpinned by the below strategies and plans:-

- ✓ [Wirral Evolutions Ltd Strategic Framework 2025](#)
- ✓ Wirral Evolutions Annual Plan 2019 - 2020
- ✓ Healthy Wirral Plan 2019 - 2020
- ✓ Wirral Council 2020 Pledges - Pledge 5: People with disabilities live independent lives
- ✓ The [Open Awards](#) scheme

[A framework was created for the Pathways Pilot](#), which focused on four distinct areas. They included: -

- ✓ **Scoping & Aspirations** – understanding the needs, motivations and desires of the people we support
- ✓ **Upskilling** – enabling skills development and confidence for both the people we support and the workforce
- ✓ **Pathway Delivery** – identifying opportunities and maximising partnership working to enable a successful pathway outcome
- ✓ **Impact** – demonstrating the value and difference made for the people we support

Within each distinct section; milestones, timescales, performance indicators and outcome measures were identified.

**Read the full
impact report**



PEOPLE

Workforce Survey: Paid Staff

Supplying a qualified and motivated workforce



142 people responded to the survey, which is a return rate of 95%



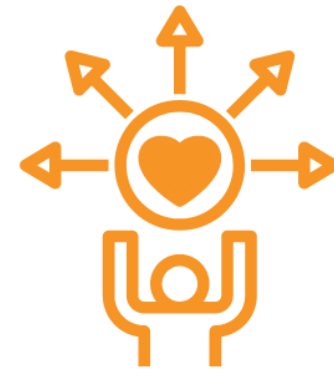
NPS Score of 22 - when asked how likely they are to recommend a company to their friends and family¹



73% of respondents said they feel valued in their role²



82% of respondents said they feel they have the opportunity to feedback and help shape the support provided



79% of respondents said they were satisfied with the opportunities for training and development, with a further 11% of respondents saying they were 'delighted'



Wellbeing Score³



1. The total NPS score is calculated by subtracting the percentage of detractors from the percentage of promoters – It is an absolute figure between -100 and 100
2. % of respondents who answered 'Mostly Valued' or 'Completely Valued'
3. To assess the wellbeing of respondents we used the recognised Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) which was developed to enable the monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies which aim to improve mental wellbeing

NOTE – all % rounded up or down to the nearest whole number

PEOPLE

Staff Survey ¹ – Feedback Highlights ²

Supplying a qualified and motivated workforce

Being involved with stakeholder groups, especially with people we support and watching them develop and encouraging them to plan and develop their own services

Generally the staff teamwork approach to wellbeing and seeing the enjoyment on the faces of people we support. It is rewarding to provide a fun and fulfilling day

Providing support to people in smaller groups has had a positive impact on their health and wellbeing

Feeling useful in a time of need

Managers have been excellent with support

Working in smaller groups and the impact this has had on the people we support and the team. This has improved quality of the service.

How we have dealt with the current pandemic and being able to offer a service to the people we support has been a great achievement. The organisation should be proud of this.

1. Only staff survey was carried out due to COVID-19 restrictions
2. Staff survey 2020/2021 carried out February 2021

PEOPLE

Volunteers



4,380¹

Volunteer hours given

Which equates to

£65,086.80²



4

Volunteer Action
Group meetings
held

20%

Volunteers still
active in the
services during
COVID-19



1. Volunteering hours based on average of 3.5 hours per day
2. £14.86 per hour based on ONS figures and 59 volunteers providing services

PEOPLE

Volunteers – Oakenholt Garden Project

Three years ago Oakenholt started a group called ‘Mowers and Growers’ to improve the garden spaces around the centre.

Parents, carers and volunteers have been giving their time to work on the grounds at Oakenholt and create a beautiful garden space for the centre. As well as making the grounds pleasant to look at, it has given people we support an opportunity to learn about horticulture. Some of the people we support who have worked on the garden have been able to gain a recognised [Open Awards](#) qualification.

In 2020, the centre entered the [Wirral In Bloom](#) competition and were proud to be awarded a high score.

Since lockdown regulations have lifted, those working on the garden have been weeding and preparing the garden for planting in the warmer months. The team have a huge sense of pride in the work they have been doing.

The project has brought different people connected to the centre together and created a sense of community despite the restrictions of the COVID pandemic. Come rain or shine, the volunteers give their time to this rewarding project.

‘It’s good for the centre, and good for those attending the centre. I’m proud to be associated with it’

‘Those that work together learn together’

‘We couldn’t do this without the help of the local community and everyone has been so dedicated come rain or shine’



PLACE & PARTNERSHIP WORKING

No Child Goes Hungry – October 2020

In October of 2020, Wirral Evolutions joined like-minded organisations across the Liverpool City Region to help feed local disadvantaged children during the half term.

Our catering and hospitality locations, Best Bites and Willow Bank, which is run by people we support worked in partnership with Neo community charity and committed to provide up to 50 healthy and nutritional free lunch boxes per day to children in need across Wirral.

The people we support worked to prepare the pack lunches each day ready to be distributed in the local community by Neo. This work was divided between the two Best Bites locations so people we support at each were able to contribute.

The project was also supported by donations from local people and organisations, including staff at Willow Bank and donations from Aldi in Prenton.

As well as helping support people in the local community, the people we support felt proud to be part of a local and national campaign to help others. Many of the people we support had seen and heard information about the campaign in local and national media and had discussions with staff.

The staff at Best Bites also felt proud to be part of something so positive in the local area and to contribute during a difficult time.

‘This has been the most amazing support to us and we look forward to building on our partnership. Well done and thank you to all involved’ – NEO Catering



PLACE & PARTNERSHIP WORKING

2020 'Silver Linings'

At our final Board meeting of 2020 we held a virtual stakeholder session to reflect on the 'silver linings' of a difficult year. The discussion at the meeting was really valuable and brought out some amazing stories of the good things that had happened despite the pandemic.



It made such a difference to the families we support at a difficult time. Staff were really determined to make it work.



Activities have been adapted so that people can continue to enjoy them



We are so proud to be a part of Wirral Evolutions. It makes a difference every day



I have been impressed and amazed by the staff who mobilised from the beginning of this process and delivered outreach services, allowing us to deliver a service throughout the pandemic.



Everyone has worked together more collectively, and in some ways been more connected than ever before.



Through the uncertainty we have pulled together to give the best we can offer the people we support and have moved forward with positivity



We have been so impressed and proud of the strength of character that has been shown by everyone.



The people we support are our greatest asset, their personal outcomes and safety have been at the forefront - we should all be proud of what we have achieved this year.



3 people who regularly attend Speak Up Be Heard are now going on to do further self-advocacy training, which is a huge achievement



PROFILE

Communication & Marketing Framework 2020-2021

Working to be the provider of choice

The Challenge

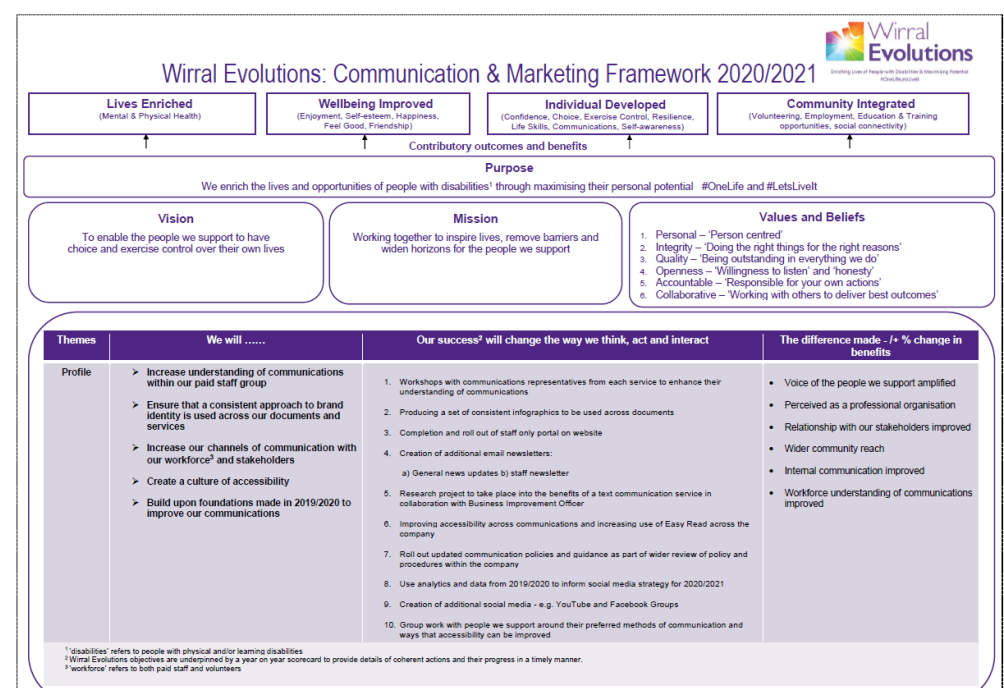
- ✓ To increase understanding of communications within our paid staff group
- ✓ Ensure that a consistent approach to brand identity is used across our documents and services
- ✓ Increase out channels of communication with our workforce and stakeholders
- ✓ Create a culture of accessibility
- ✓ Build upon foundations made in 2019/202 to improve our digital communications

Steps taken

- ✓ Two Facebook community groups created during the first COVID19 lockdown
- ✓ WE Matter electronic newsletter created with updates and information
- ✓ Electronic mail list promoted to encourage more sign up for updates
- ✓ Use of Easy Read increased across the company and several documents related to COVID-19 created
- ✓ Data from 2019/2020 used to inform social media strategy
- ✓ Scheduling software used to increase frequency of social media posting
- ✓ YouTube account created
- ✓ Brand identity and guidelines used across the company
- ✓ First phase of website redesign rolled out
- ✓ Digital communication embraced during pandemic – e.g. new social media channels and use of Zoom for groups
- ✓ Digital survey carried out with paid workforce

The difference made

- ✓ Audience has increased across social media platforms
- ✓ Interaction and engagement has increased across social media platforms
- ✓ More channels of digital communication available
- ✓ Communication with stakeholders has continued throughout pandemic
- ✓ New technologies and ways of communication embraced
- ✓ Increased accessibility for the people we support



PROFILE

Digital Communication

290,800
twitter
impressions¹

twitter followers
increased from
233 to 370



Facebook followers
increased from 717
to 799

Facebook
reach 68,294²

2 new Facebook
community groups
created



13,161 visits to
Wirral Evolutions
website

Programme of
website
improvements
started



1. twitter impressions show how many total times people have seen your tweets – previous year 170,007
2. Reach is the number of unique people who saw your content – previous year 33,365

FINANCIAL HEADLINE

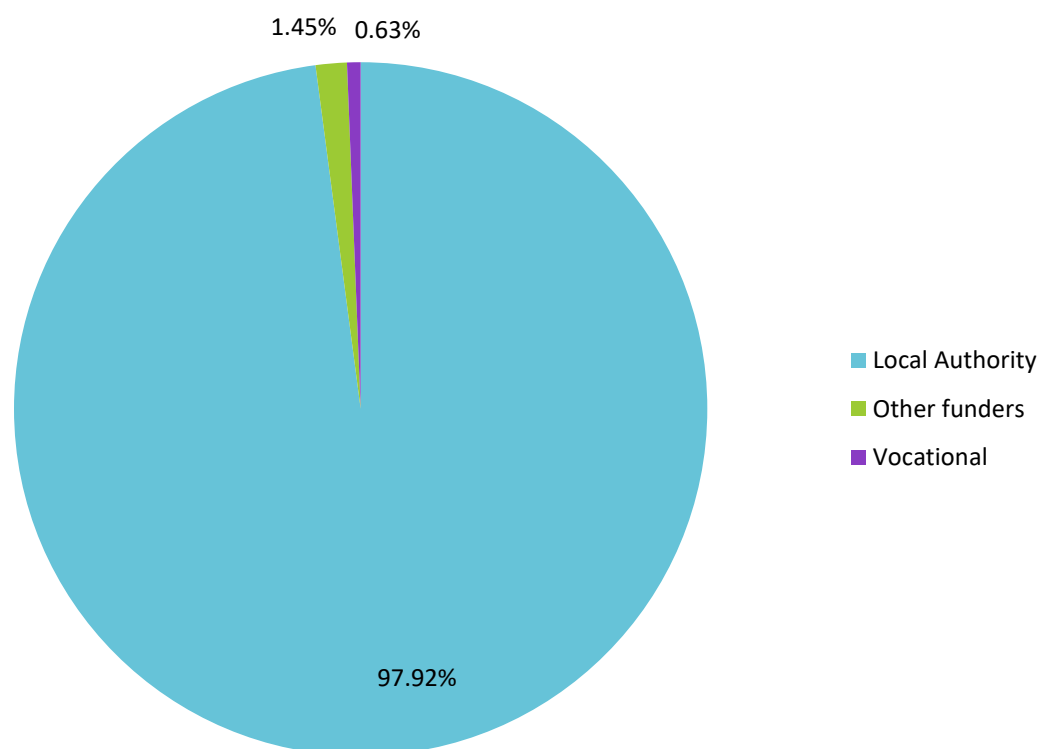
Summary of financial statement for year ending 31st March 2021

Introduction

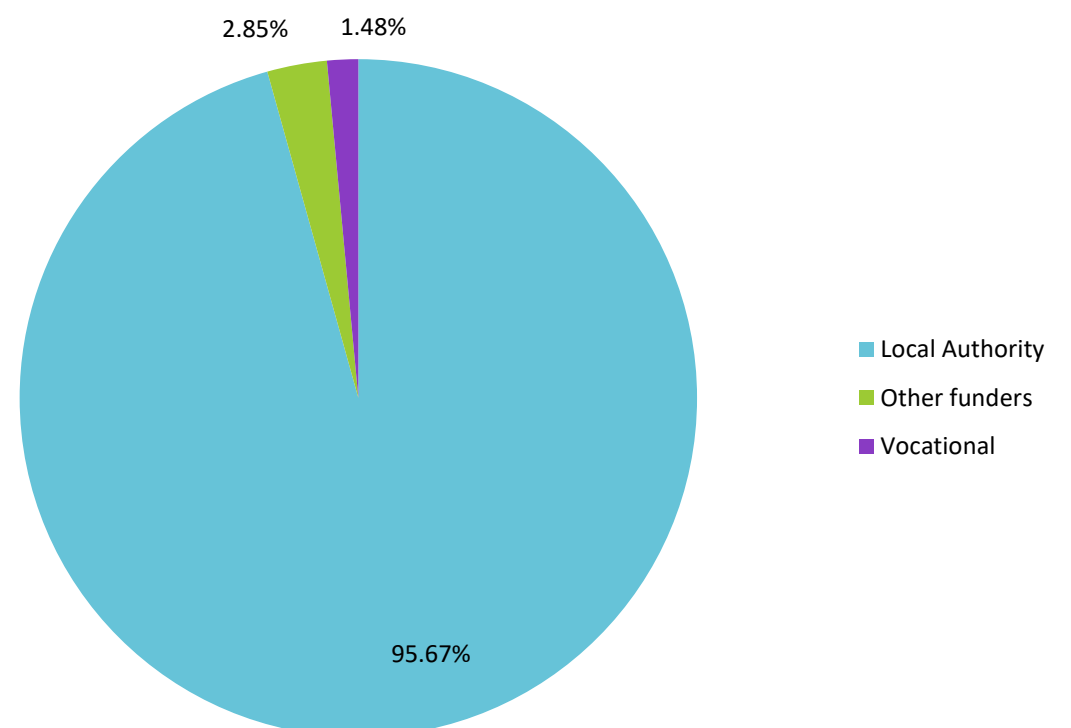
Wirral Evolution is a Living Wage employer, as a service company the majority of costs are payroll costs.

Support services such as IT, HR etc are procured through the Council in the Buy Back services. The buy back services are monitored and discussions are held with the Council to ensure we receive value for money.

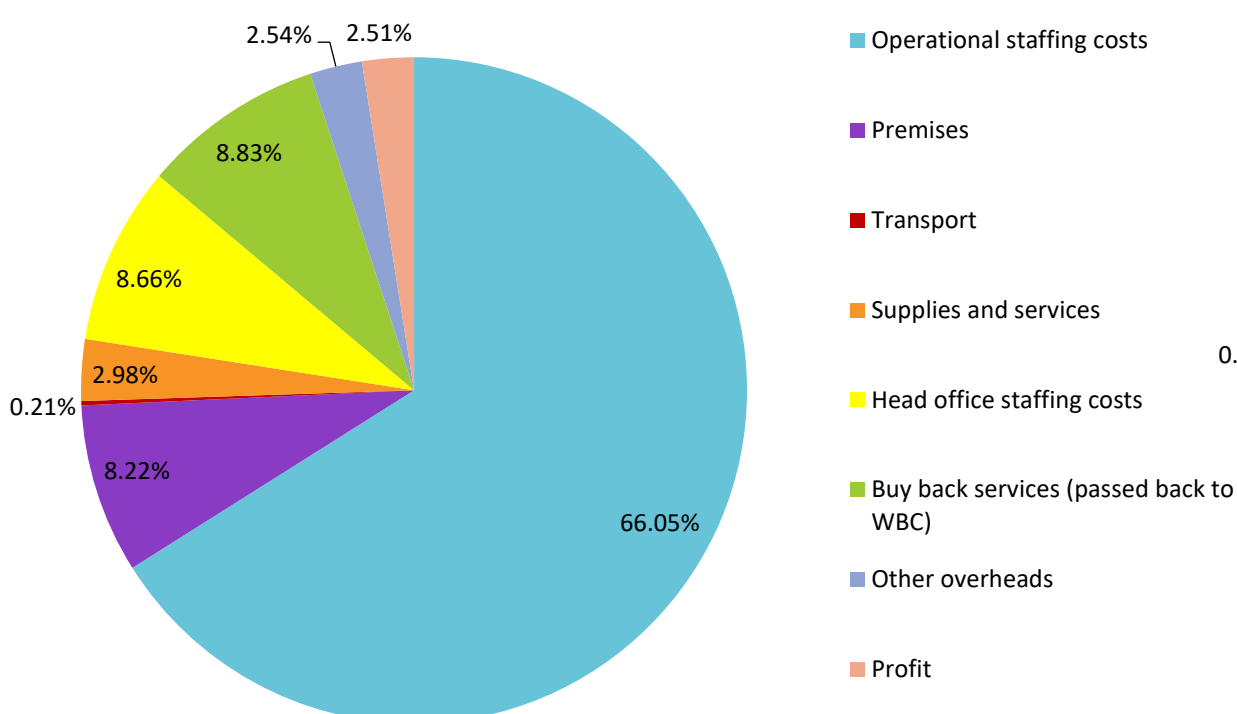
Actual Income 20/21



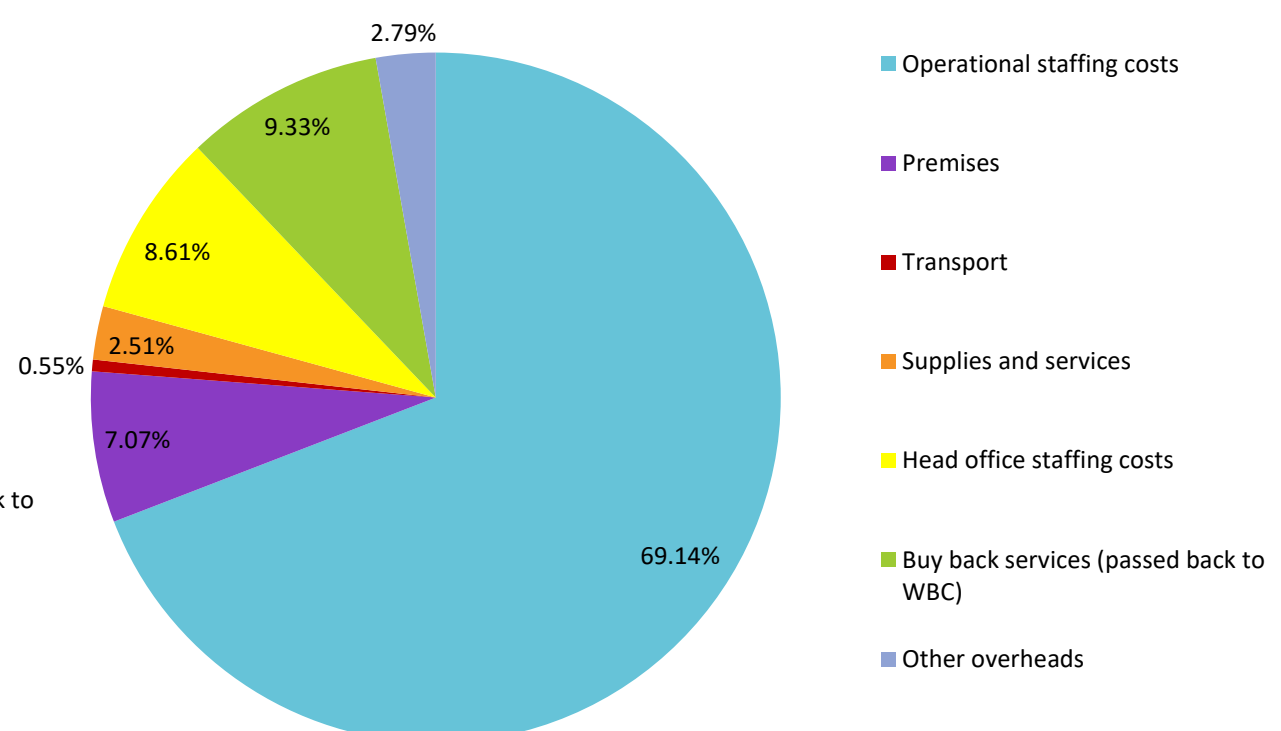
Budget Income 20/21



Actual Expenditure 20/21



Budget Expenditure 20/21



NOTE - Income and expenditure has been restated to remove the pension strain pass through transaction back to Wirral Council

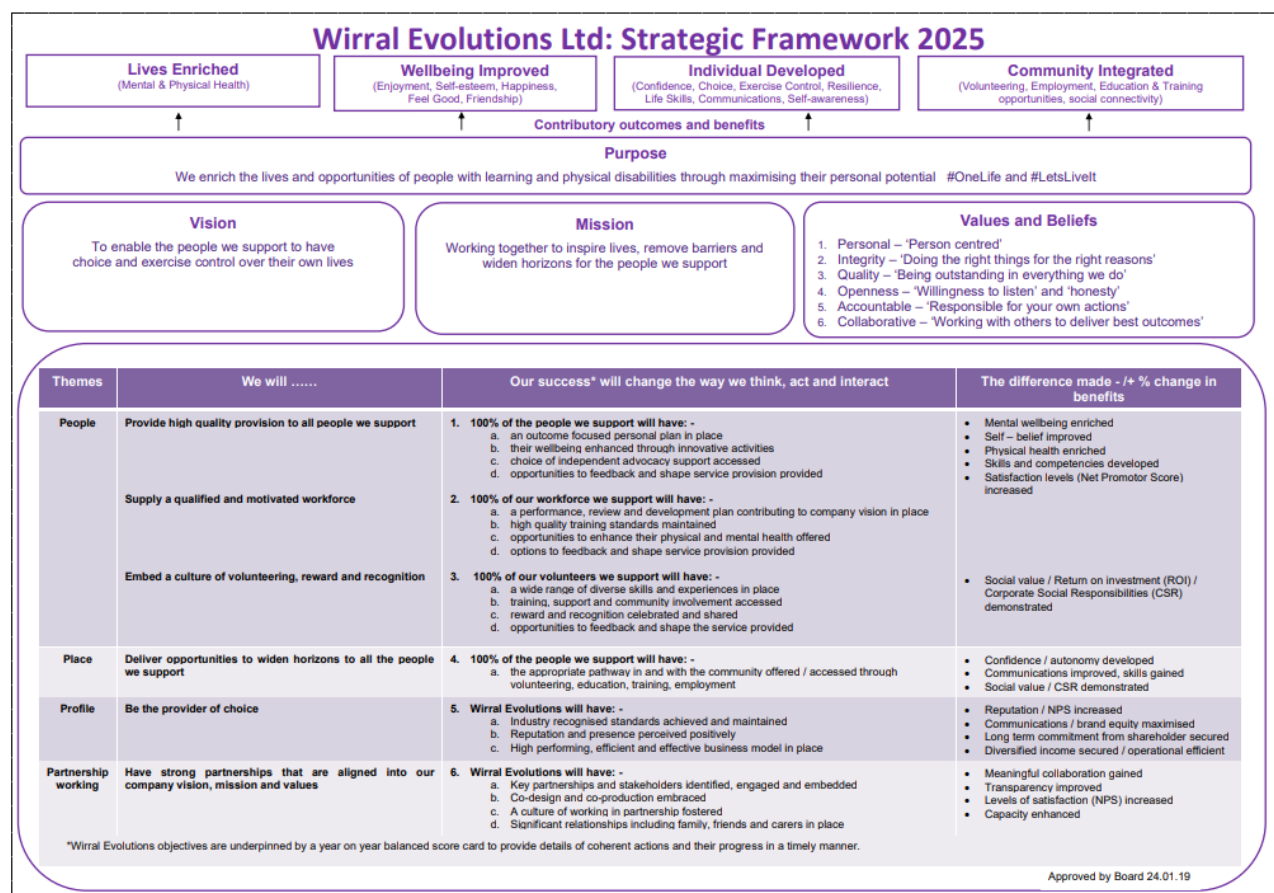
STRATEGIC PRIORITIES 2021-2022



STRATEGIC PRIORITIES 2020-2021

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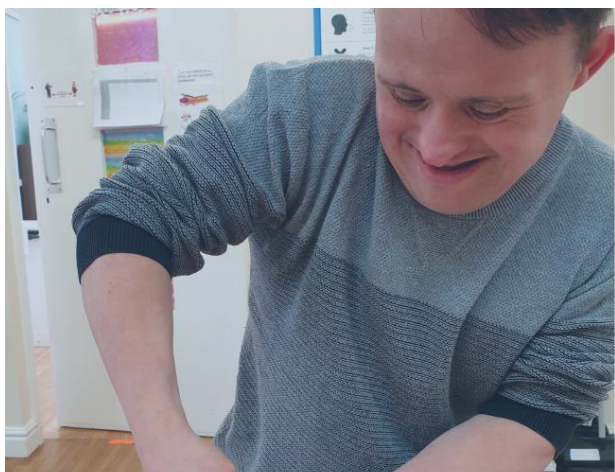


THANK YOU

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 Evolutions Ltd Board members
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'



**WIRRAL
EVOLUTIONS LTD**

2020-2021



CONTACT US

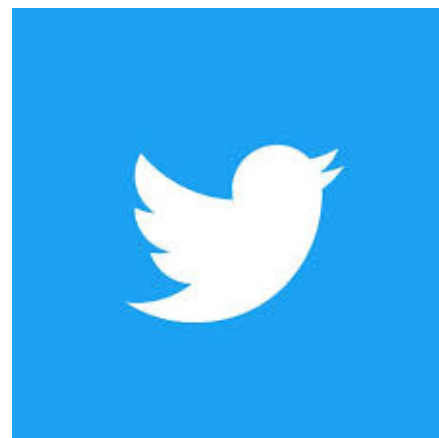
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**YOUR FEEDBACK
MATTERS**

Produced by Wirral Evolutions Ltd
2021

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Enriching Lives of People with Disabilities & Maximising Potential
#OneLifeLetsLiveIt