

Annual Report 2021-2022



‘Celebrating a year of progress, impact and achievements’



Enriching Lives of People with Disabilities & Maximising Potential
#OneLifeLetsLiveIt

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WELCOME

2021-2022 remained an unprecedented year, operating front line services for the most vulnerable adults with a learning disability, within an covid environment and the financial pressures and challenges set by Wirral Council's Adult Social Care & Public Health Committee. However, despite these challenges, the Company has performed well against the objectives set within its agreed Annual Business Plan 2021-2022, and remains committed to providing a high quality and safe service placing the people we support at the heart of everything we do. Our highlights include:-

Operating within a covid environment – By maintaining a high quality and safe day service provision, our professional and dedicated workforce delivered **147,885** hours of enrichment activities, enabling 352 people with a learning disability to enhance and enrich their life skills, reaching their personal potential and aspirations. In doing so,

- **100%** of personalised outcome plans were quality assured with people supported
- **95%** of the workforce took up the offer of the Covid-19 vaccination and the embedded testing regime in accordance with national guidelines
- **90%** of the workforce reported thinking that the Company's response to the Covid-19 pandemic was 'good to excellent'
- **4987** hours of professional training and development were successfully completed by our workforce, with a **92%** of the workforce satisfied or delighted with the opportunities
- **11** people we support gaining level 1 open awards, **11** securing community volunteering/employment opportunities
- A series of Easy Read documents were produced, accessible through a dedicated page: [Wirral Evolutions coronavirus updates](#)
- Successfully reopened all locations, in compliance with the 'mobilisation criteria' to support people in a safe environment
- Responded promptly and effectively with two Covid-19 cluster outbreaks resulting in two locations closing
- 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 quality standards and assurance across the service in accordance with WE Quality Framework
- WE supported other social care providers with resources throughout the pandemic

Whilst statistics can give an important measure of success, the real difference is why day opportunities and experiences are important to the people we support and the difference it has made to their wellbeing and their personalised journey to live their best life. Below is a snapshot of the benefits received by the people supported:-

'I have made new friends' (147*) 'I am more confident now' (134*) 'I have learnt new skills' (130*) 'I can choose what I want to do' (128*) 'I can speak when I am listened to' (120*) *Number of respondents (Satisfaction survey Dec 2021)

It is humbling to witness the WE vision, mission, values and outcomes established in 2019 (as illustrated on page 8), as a direct cause and effect of the top five benefits achieved through personalised outcome life skill journeys – a reflective moment to be proud of.

Strong governance and key stakeholder engagement as the provider of choice – WE have maintained strong, transparent engagement and communications with all our key stakeholders.

- Responded professionally and with the highest levels of integrity to two internal reviews and one external reviews placed upon the company assessing best value and quality provision resulting in an excellent satisfaction (Dec 2021):-
 - **97%** of parent carers would recommend WE to a family or friend
 - **89%** of the people we support would recommend WE to a family or friend
 - **70%** of the workforce would recommend WE to a family or friend
- Increased engagement with Elected Members demonstrating social and economic value through the published annual reports, impact video and case studies - <https://www.wirralevolutions.org/our-impact>
- Maintained strong governance and compliance against the Company's Governance Framework and Council Shareholder Agreement - <https://www.wirralevolutions.org/our-governance-and-board>
- Received an excellent external financial assurance audit report
- Commenced the production of a Company Growth Strategy 2025 that reflects the market analysis of social care, with identified options for expansion, maximising realistic growth opportunities for the Company, that work towards greater sustainability

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 and please take the opportunity to witness the amazing people we support through our promotional video - <https://youtu.be/YUinl31371U>

To conclude, **Wirral Evolutions Ltd** remains committed to its [mission, vision, values and outcomes](#), however, due to the recent decisions made by Wirral Council's Adults Social Care & Public Health Committee on the 3rd of March 2022, the service contract for adult day services will transfer back into the council within a six month period, therefore, the Company's priorities for 2022-2023 will be to **maintain**:-

- ✓ A high quality and safe day service provision to all the people we support, enabling life skill opportunities and experiences in or within the community for those people who access our service through a personalised approach - <https://www.wirralevolutions.org/case-studies>
- ✓ Workforce training and development standards
- ✓ Strong and transparent governance arrangements
- ✓ Clear communications with key stakeholders, in particular, people supported, workforce, parent, carers, family members
- ✓ Openness and professionalism to ensure a smooth transition in a timely manner with Wirral Council

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

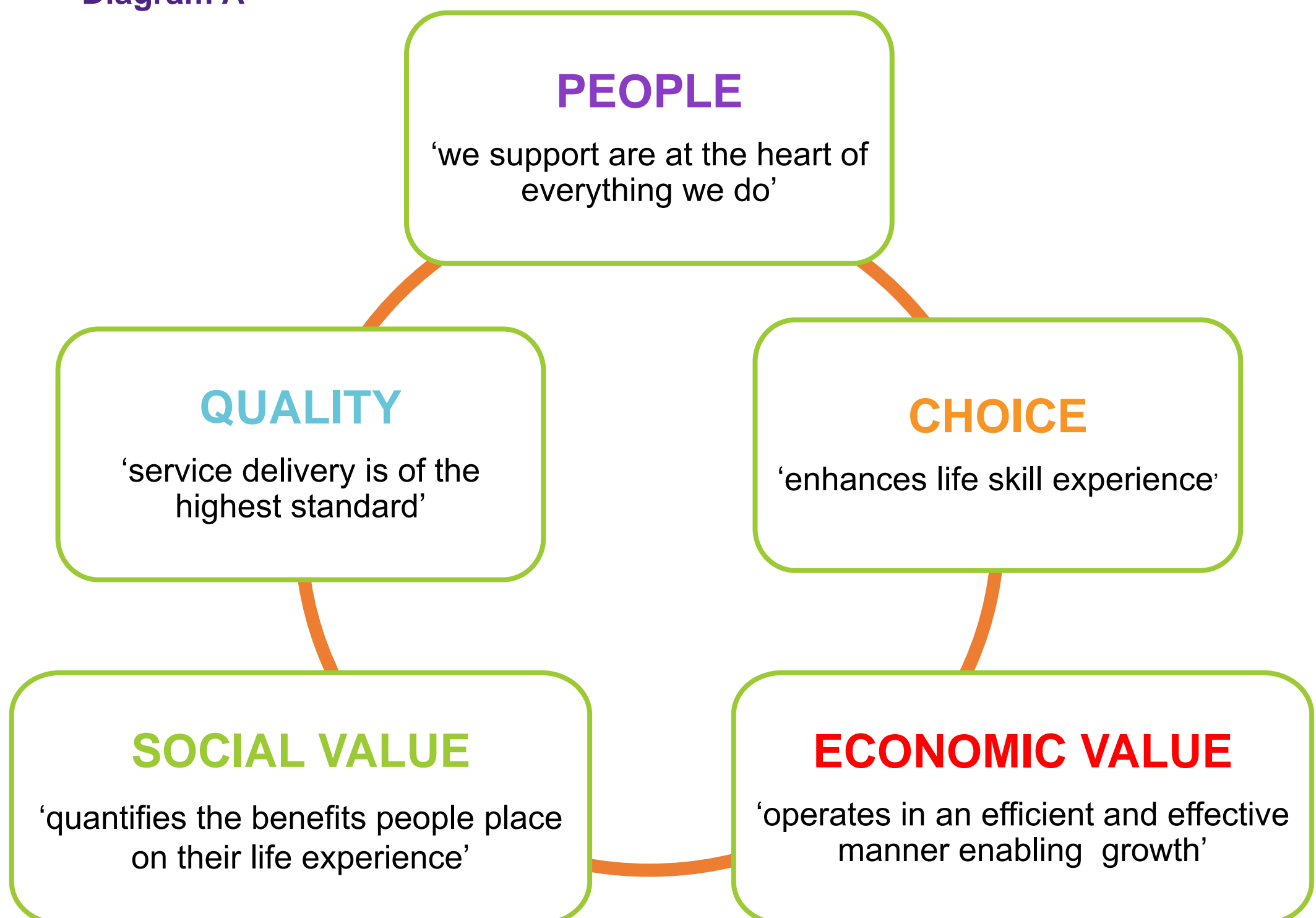
WHO WE ARE

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:-

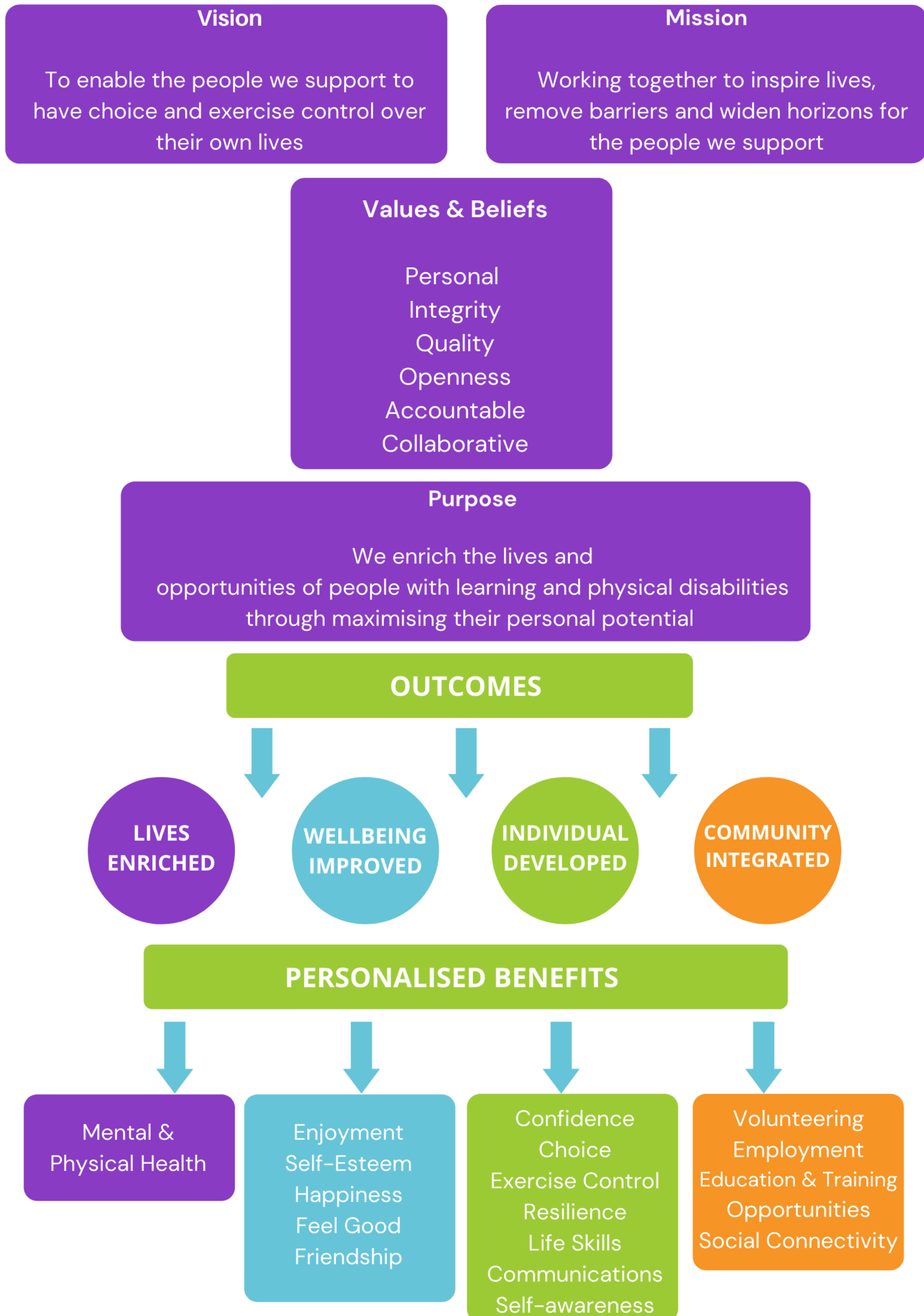
Diagram A



OUR STRATEGY



OUR STRATEGY



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](#).

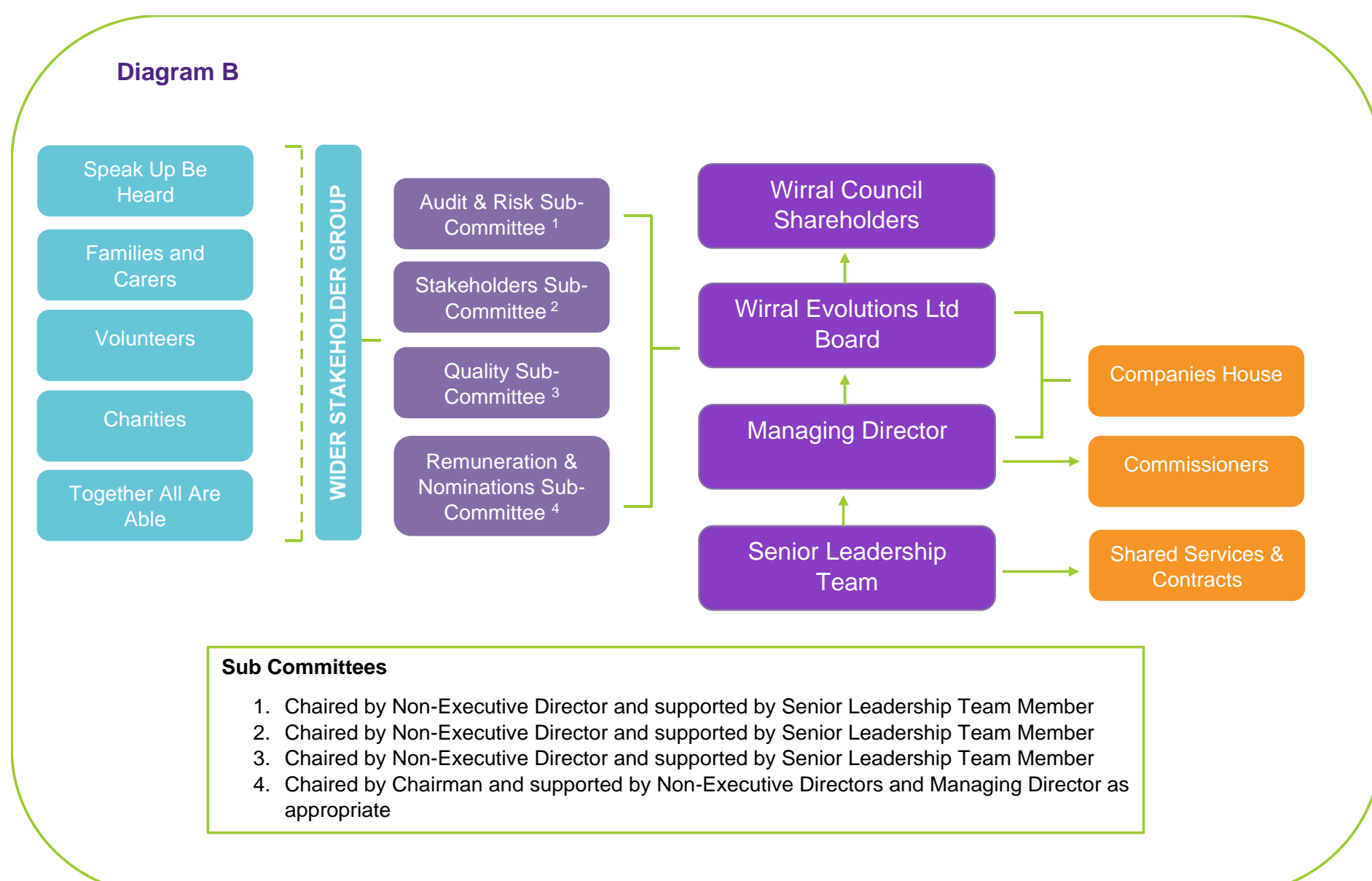
The board currently comprises of 4 directors, of which, 3 are Non-Executive roles (Chair, Audit and Social Care) and 1 Executive role (Managing Director) and adhere to the [Board of Director's Handbook](#)

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 a Programme Leader in the School of Leadership & Organisational Development at LJMU 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 positions with the Countess of Chester NHS Foundation Trust and Muir Group Housing Association.

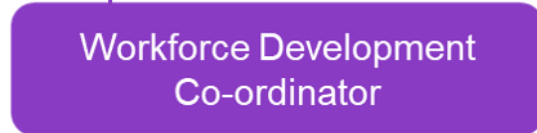
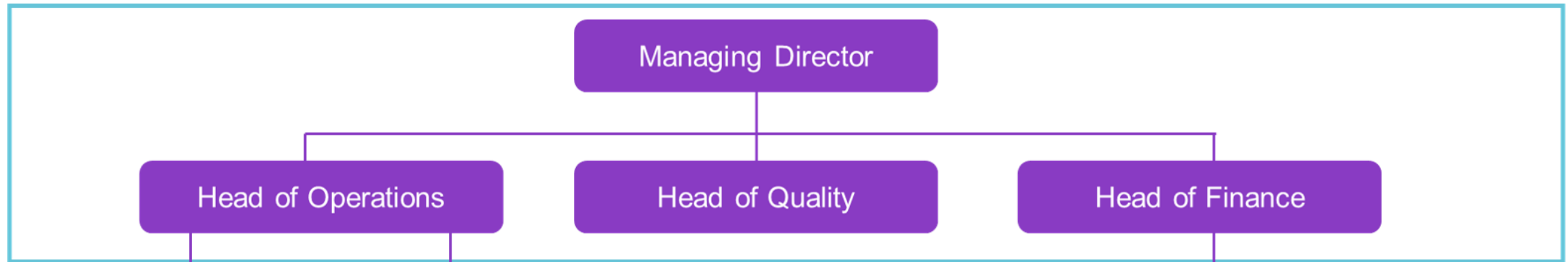


Jean Stephens, Managing Director




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



Notes:

-  Denotes Executive Leadership Team
-  Responsible for Team Leaders, Service Co-ordinators, Service Support & Volunteers at the locations
-  Denotes Business Support Functions

HEADLINE STATISTICS AND IMPACT



HEADLINES: PEOPLE

People We Support

Providing a high quality provision to all people we support

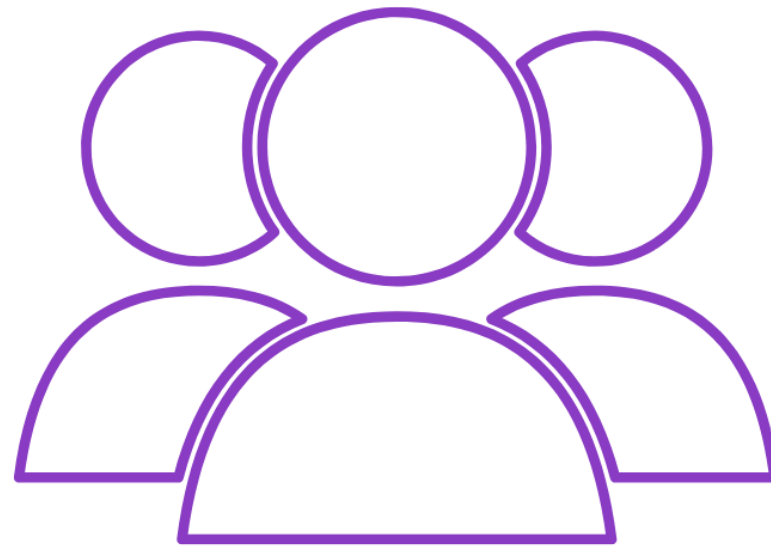
147,885¹

hours of enrichment/life skills activities and personal care provided



11

People we support have gained Level 1 qualifications



8

people we support gained community volunteering roles



100%

of personalised outcome plans quality assured



3

paid gained employment in community business



AVERAGE OF

352

People with disabilities supported through enriched activities

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

PEOPLE

Speak Up Be Heard – Reflecting on the Year

- ✓ As part of our Strategic Workshop in December 2021, we invited members of our [Speak Up Be Heard](#) advocacy group of people who use our service, to join virtually and speak directly to our Board. We asked them to reflect on what they have learned from their experiences as part of the group

I have learned to speak for others and ask questions

It has been nice to be listened to and have a voice at the centre

It has given me more confidence and made me happy

I have built my confidence and learned life skills. I am motivated by the group

I am a more confident person and I help others

Self advocacy has given me a chance to give my opinion and be listened to

I feel I have a responsibility helping people at Best Bites and getting their opinions heard

Self advocacy is important and you can use the skills to help other people

PEOPLE

Coping with Change

Why TG needed our support

- ✓ The service that TG was attending was closing and she needed an alternative service. She chose Dale Farm as her new service.
- ✓ TG is non-verbal, but can make herself understood by using signs and basic Makaton, and with the use of a talking aid.

Steps taken to support TG

- ✓ A visit to Dale Farm was arranged for TG to meet staff and to see if she liked the environment
- ✓ TG then spent a day at the farm to make sure that it was the right choice for her
- ✓ TG expressed that she would be happy at Dale Farm and staff arranged the transfer ensuring TG was kept fully informed
- ✓ Staff engaged with TG using her talking aid to express her wishes and help her settle into the new environment

The difference made

- ✓ TG has settled well at the farm and is able to engage with staff and made friends with other people supported
- ✓ TG is open to trying new experiences at the farm and participates in new activities with enthusiasm
- ✓ TG has learnt new skills such as gardening, which is very different to where she was before
- ✓ TG has grown in confidence and has managed change well

'I look forward to coming to the Farm, I like it very much.'

- TG

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PEOPLE

Building confidence, new skills & employment

Why GB needed our support

- ✓ GB has a learning disability which affects her ability to communicate effectively, and her understanding of behaviours and her emotions
- ✓ GB struggled with her confidence and self-esteem. She found it difficult to talk to others and maintain contact
- ✓ GB had an initial work placement which didn't work out and this has impacted GB's confidence

Steps taken to support GB

- ✓ Staff supported GB to work on her communication skills and help build her confidence
- ✓ Staff helped and encouraged GB to complete tasks that she previously felt anxious about
- ✓ Staff built trust and strong relationships with GB which has led to GB feeling more comfortable discussing her needs
- ✓ GB was supported to complete an Open Awards diploma – Skills for Further Learning and Employment Level 1
- ✓ Following difficulties in the initial work placement, staff worked closely with GB and her parent to find another suitable placement where GB would feel comfortable

The difference made

- ✓ GB successfully completed her Open Awards diploma – Skills for Further Learning and Employment Level 1
- ✓ GB has completed taster sessions at her new work placement, with the mentoring/coaching support from the staff
- ✓ Feedback from the outreach support staff have witnessed an improvement in GB's confidence levels, and now she engages more with others, initiates conversation and can follow instructions well, completing catering tasks independently
- ✓ GB enhanced levels of confidence, together with her new skills developed, the work placement café has offered GB paid employment with the possibility of increased hours in the future

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'I am very happy with my new job, and I enjoy chatting to the staff and working with my new friends. I am happy with L.P supporting me even though I don't need help it makes me feel better and confident knowing she is there if I need her.' - GB

PEOPLE

Becoming more independent

Why NM needed our support

- ✓ NM lives at home with her parents and is supported all the time but wants to become more independent
- ✓ NM can lack concentration and was very easily distracted, sometimes causing disruption when working in a group setting
- ✓ She often found it difficult to follow instructions

Steps taken to support NM

- ✓ NM showed an interest in gardening and was supported to join the 'mowers and growers' group at the centre
- ✓ Staff asked NM what parts of gardening she was interested in and worked with her to teach practical gardening skills such as seeding, how to look after and nurture plants, how to grow fruit and vegetables
- ✓ NM was taught how to use the relevant tools safely
- ✓ Staff explained tasks to NM one step at a time and using language that allowed NM to understand what was being asked of her, and to keep her focused on completing tasks
- ✓ Sessions were arranged for NM and other people at the centre to learn about the food grown, healthy eating and basic cooking skills

The difference made

- ✓ NM showed commitment to the garden and enjoyed watering the beds each day
- ✓ NM was able to grow fruit and veg and enjoyed telling her friends how well it was growing
- ✓ NM became knowledgeable about gardening and uses her skills at home, helping her parents in their garden
- ✓ NM is more confident within group settings and has learned to listen more to others
- ✓ NM is a valued member of the 'mowers and growers' group and encourages new people to join
- ✓ NM has gained a qualification in horticulture and helped the 'mowers and growers' group to enter Britain in Bloom, where the group achieved a level 4 award

#OneLifeLetsLiveIt

'I feel happy when I meet the volunteers each Wednesday, because I have made good friends with them. Gardening makes me feel very tired at the end of the day and I feel very pleased when the flowers grow'

NM

PEOPLE

What the People Supported¹ Say About Wirral Evolutions

71

NPS Score of 71 - when asked how likely they are to recommend a company to their friends and family²



78%

78%³ of respondents felt that they had a say in their own support⁴

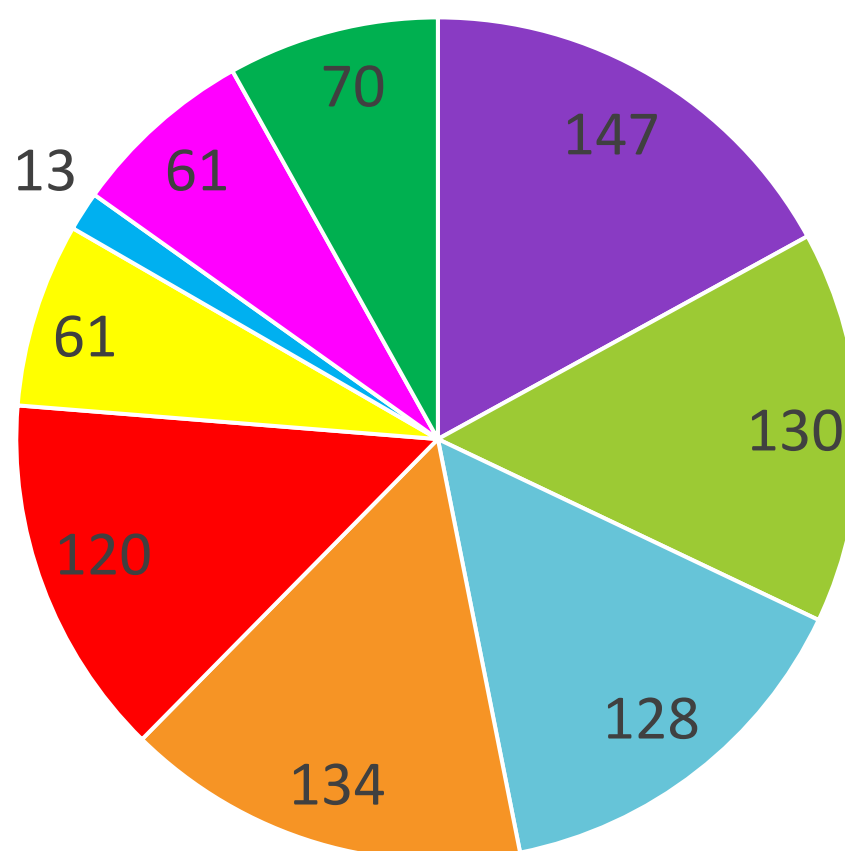


87%

87% of respondents were happy with the activities on offer



The day centre is important to me because.... (please tick all that apply)



- I have made new friends
- I can choose what I like to do
- I can speak when I am listened to
- I have a paid job with support
- Other
- I have learnt new skills
- I am more confident now
- I have had volunteering experience
- I have got a qualification or award

1. 155 people we support completed the survey 2. Net Promoter Score (NPS) scores of 9 or 10 signify consumers that are likely to promote a brand; consumers that give scores of 7 or 8 are deemed as passives; while a score of 6 or less means a customer is a detractor. The overall score is then calculated by subtracting the % of detractors from % of promoters. A guide to Net Promoter Score (NPS) can be found here <https://www.qualtrics.com/uk/experience-management/customer/net-promoter-score/> 3. Figures are rounded to the nearest whole percent 4. Where answers are out of a score of 10, percentages are taken from scores of 8/10 or above

PEOPLE

What the Workforce¹ Say About Wirral Evolutions

71%

71% of respondents² said that they would recommend Wirral Evolutions



90%

90% of respondents rated Wirral Evolutions' response to COVID-19 as 'good' or 'very good'



92%

92% of respondents said that they were 'satisfied' or 'delighted' by the opportunities for training and development



4987

4987 hours of mandatory training successfully completed by the workforce



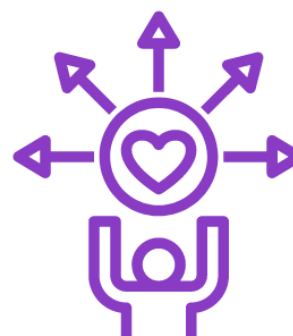
75%

75% of respondents said that they were aware of the health and wellbeing initiatives on offer



62%

62% of respondents said they feel they have the opportunity to feedback and help shape the support provided



58%

58% of respondents said they feel valued in their role³



1. 'Workforce refers to both paid staff and volunteers 2. 98 people who work/volunteer for WE responded to the survey 3. Respondents who answered 'Completely valued' or 'mostly valued'

PEOPLE

Qualitative feedback from our Workforce¹

- ✓ As part of the survey the workforce were asked to share positive experiences whilst working for WE

Placing the people we support at the heart of everything we do

My most positive experience has been the team work and support of colleagues throughout very difficult times and a lot of uncertainty

Being able to see the massive difference. This could only be achieved thanks to dedication and hard work of the staff of this organisation and support from the management team. People we support have achieved so much in the last 5 years

Through the pandemic, I thought that we delivered a brilliant service to the most vulnerable

I have enjoyed every minute I am there, the people 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

Supporting the self advocacy group and seeing confidence and growth

Supporting the people to reach their potential

Seeing some of the amazing outcomes we deliver for people with learning disabilities

The company response to COVID19, redefining the services, utilising technology to connect and deliver a service throughout. Being one of the first day services to open its doors after the first lockdown

1. 'Workforce refers to both paid staff and volunteers

PEOPLE

Volunteers



4,800¹

Volunteer hours given

Which equates to

£71,328²



3

Volunteer Action
Group meetings
held

66

Volunteers working
for us



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

What Parents/Carers¹ Say About Wirral Evolutions

98%

98% of respondents said that they would recommend Wirral Evolutions



91%

91% of respondents said that they would rate WE as either 'Good' or 'Excellent'



67%

67% of respondents said they feel they have the opportunity to have their voice and opinions heard by WE²



65%

65% of respondents said that they feel WE has been 'very' or 'completely' transparent with them



77%

77% of respondents rated their relationship with WE as either 'Good' or 'Excellent'



77%

77% of respondents said they felt the person supported is 'delighted' or 'satisfied all of the time' with the service



1. 145 responses received from Parents/Carers 2. % reflects the number of respondents who answered 'all of the time' or 'very frequently'

PLACE & PARTNERSHIP WORKING

Building Community Partnerships – Eastham Woods

The Challenge

- ✓ Wirral Evolutions is working towards helping people we support find volunteer opportunities in the local community to work collaboratively and build their own personal skills and opportunities
- ✓ Establishing community partnerships is key to Wirral Evolutions Vision and Outcomes for the people in the service
- ✓ A previous placement at another location was no longer suitable for the people we support and an alternative project was needed

Our Role

- ✓ The team at Wirral Evolutions Eastham Centre met with Eastham Wood Park Ranger to see whether the location and opportunities would be suitable for the people we support
- ✓ Initially, a 6 week pilot scheme was agreed for people we support to volunteer at the location, which was later extended and the project has become a regular weekly activity
- ✓ Team leader submitted a successful proposal to the John Muir organisation to allow the group to work towards a John Muir award in recognition for the work being done at the park

The difference made

- ✓ The group worked well together, supporting each other to complete the daily gardening tasks – the hard work, spirit and enthusiasm was witnessed by the rangers who stated the group brought ‘bounce’ to the atmosphere
- ✓ People we support have grown in confidence and have learnt new life skills which has enhanced further opportunities in the local community
- ✓ Each person supported expressed to the staff their high levels of satisfaction at being part of a volunteering placement enabling improved interaction and communications skills
- ✓ Community partnership was successfully established
- ✓ In the future people we support will have the opportunity to gain qualifications in horticulture as part of the project working towards independent life skills

The group has fitted in really well in the park, a number of regulars always comment on their work. Personally, I've seen a development in the interaction from a number of the team and when we have our morning chat it feels like we're all here to do our bit for the site which is excellent. The dynamic of the group is great, with the team keeping them focused on the tasks requested for the day while still having a fun "bounce" to the atmosphere – the gang have even helped me start the setup of the group/volunteer mess room saving hours of work

Dan Travis - Ranger



PROFILE

Digital Communication

175,191 twitter impressions ¹

twitter followers increased from 370 to 593



Facebook followers increased from 799 to 853

Facebook reach 40,639 ²



24,748 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 290,800
2. Reach is the number of unique people who saw your content – previous year 68,294

FINANCIAL HEADLINES

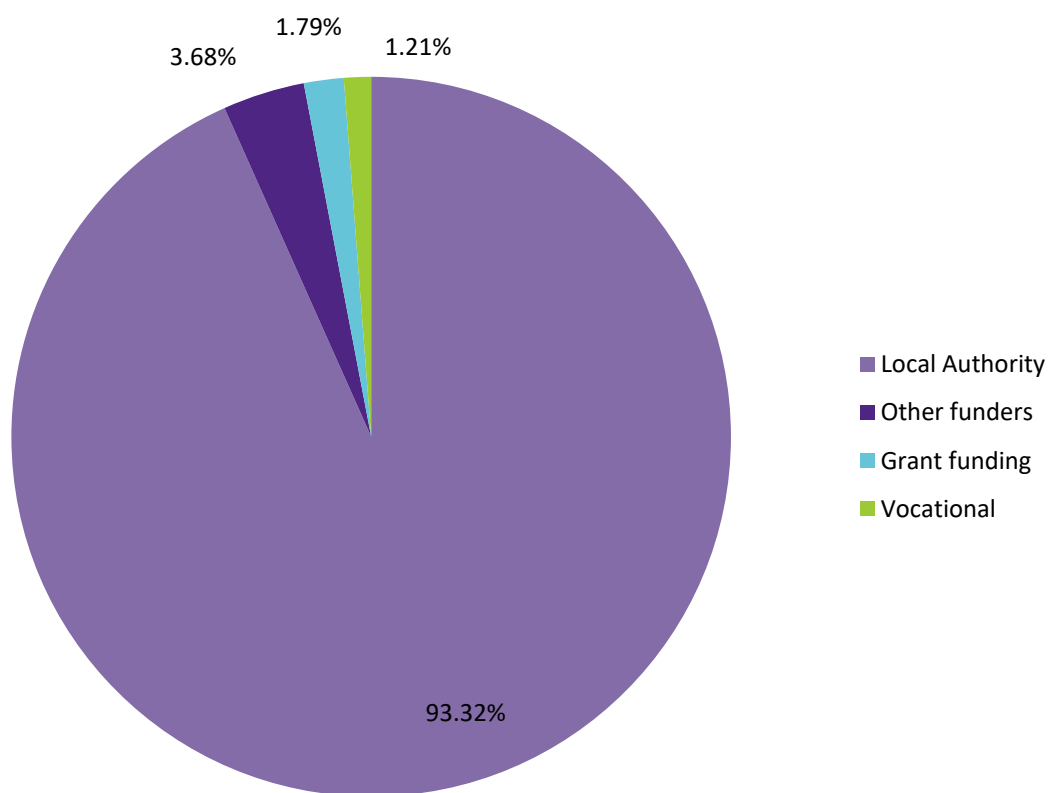
Summary of financial statement for year ending 31st March 2022

Introduction

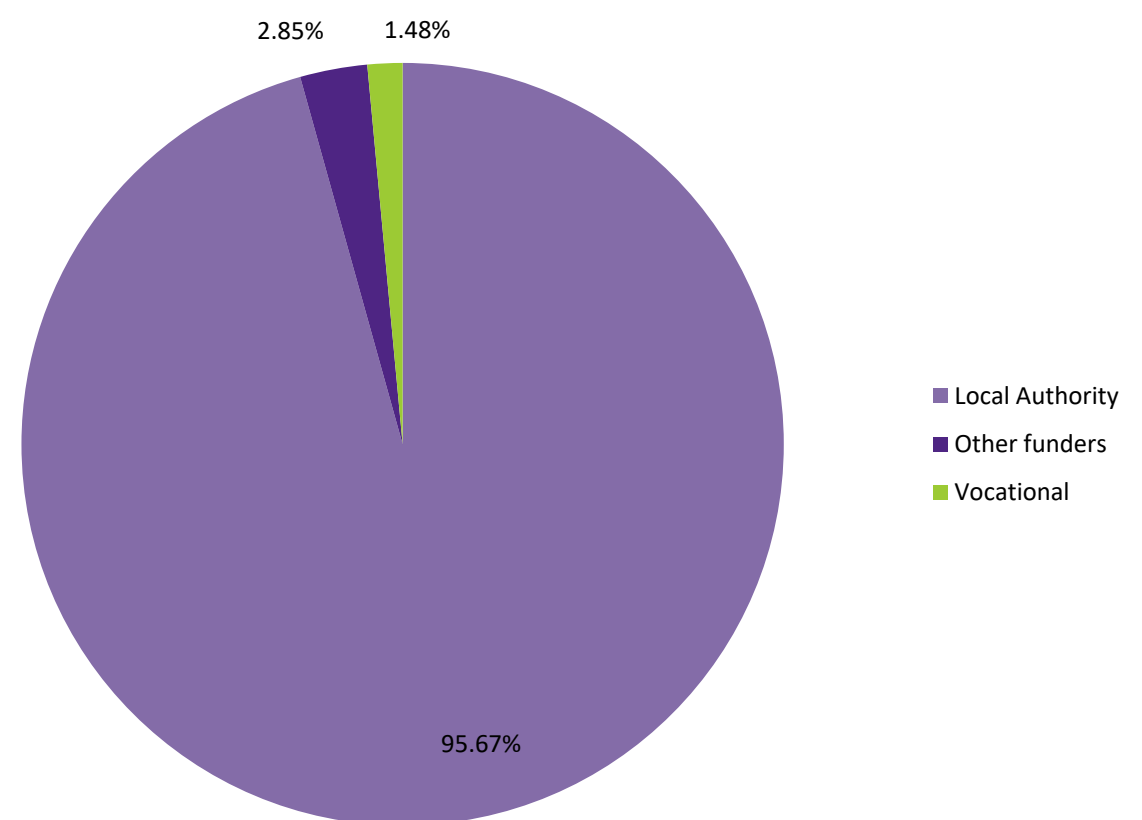
Wirral Evolution is a Living Wage employer, as a service company the majority of costs are payroll costs.

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.

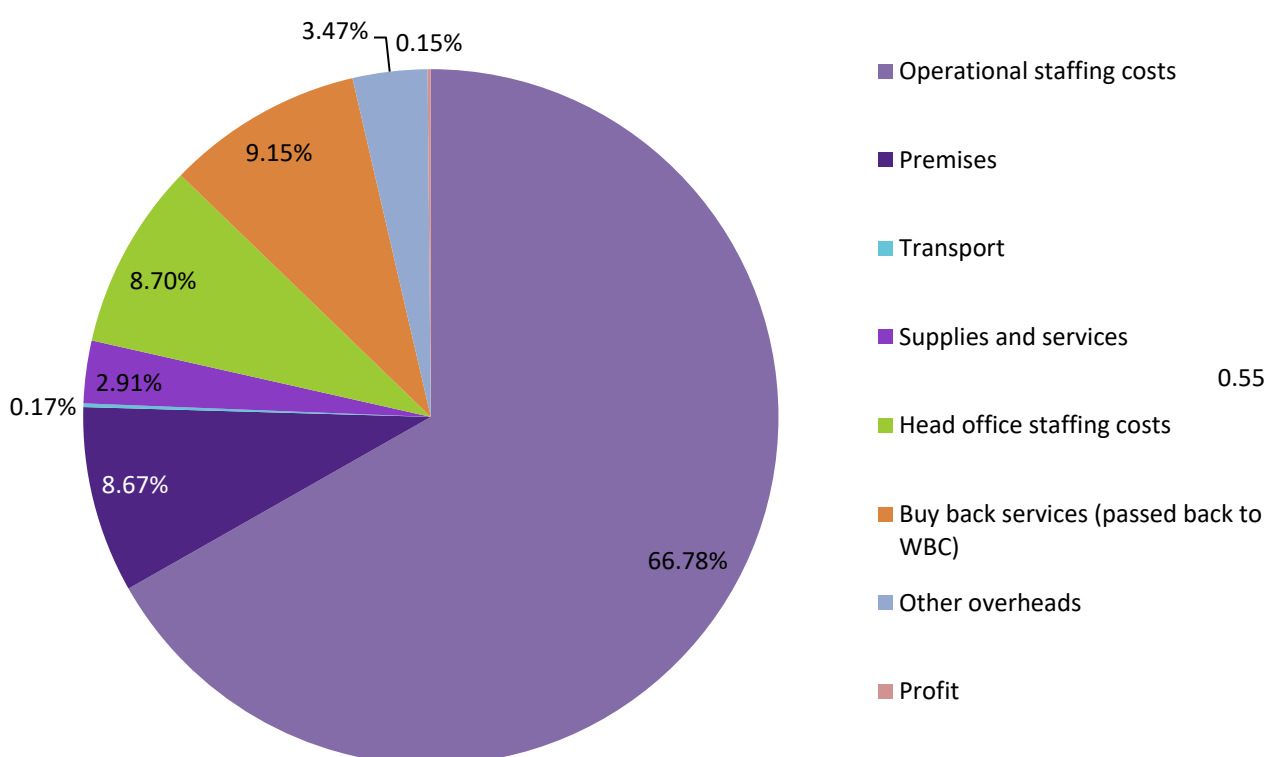
Actual Income 21/22



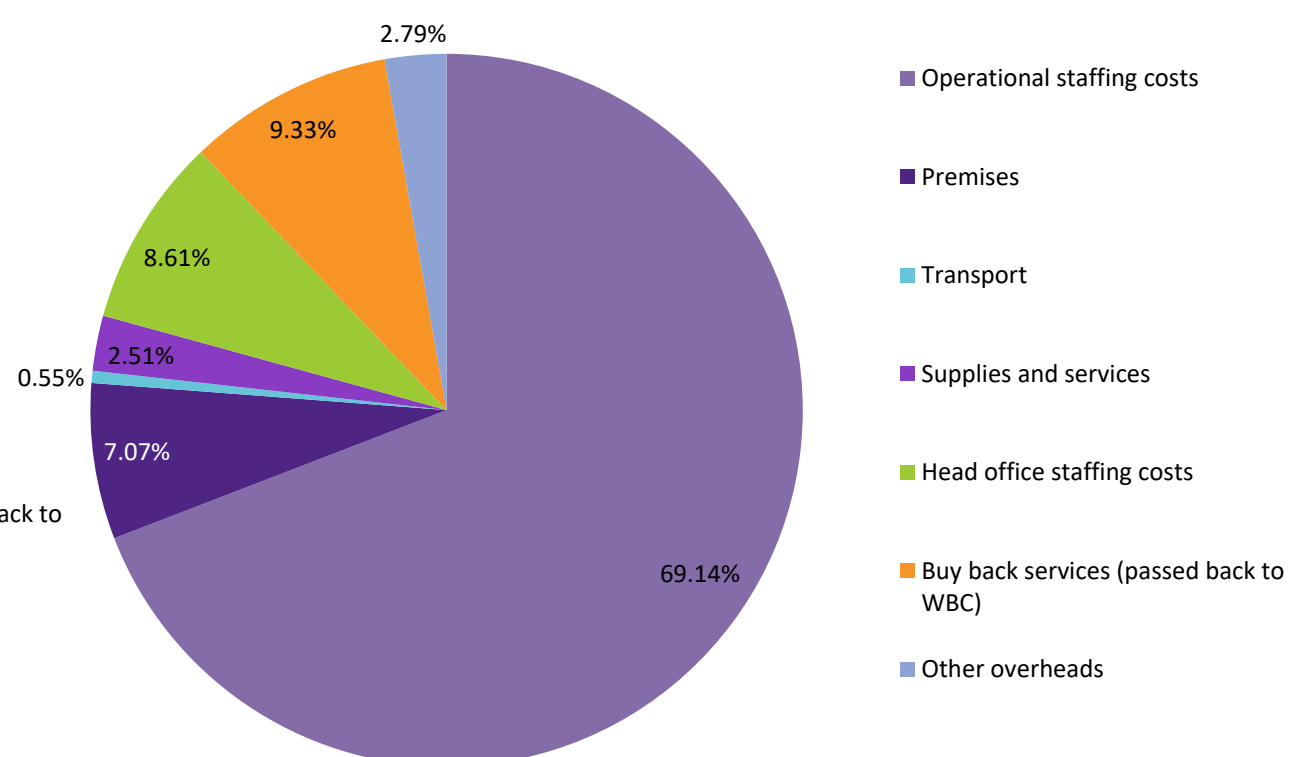
Budget Income 21/22



Actual Expenditure 21/22



Budget Expenditure 21/22



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

STRATEGIC PRIORITIES 2022-2023

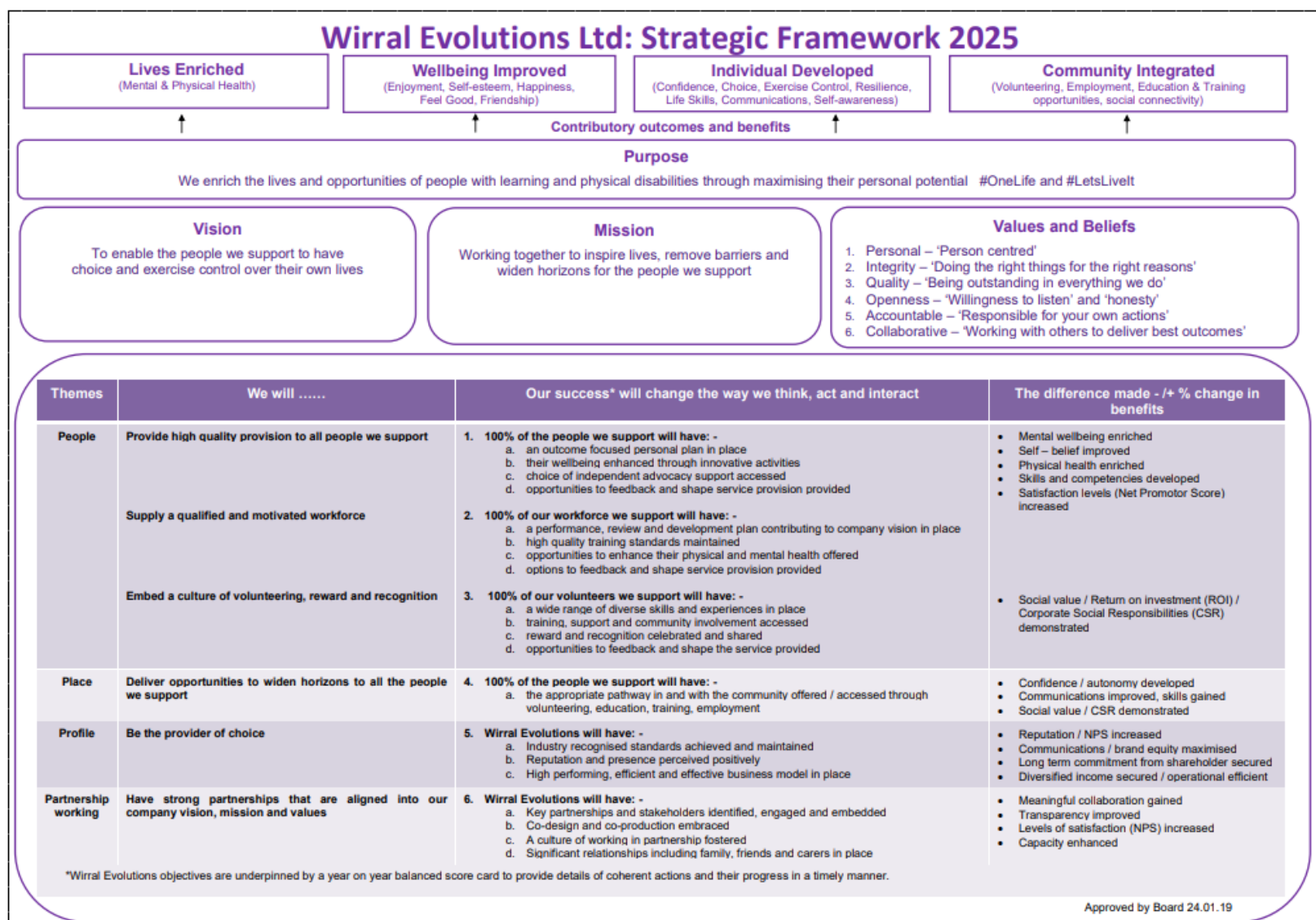


STRATEGIC PRIORITIES 2022-2023

Wirral Evolutions Ltd remains committed to its [mission, vision, values and outcomes](#) continues to evolve in the markets in which adult social care operate and change. **WE** key focus for 2022-2023 will be to maintain:-



- A high quality and safe day service provision to all the people we support
- Workforce training and development standards
- Strong and transparent governance and legal arrangements
- Clear communications with key stakeholders, in particular, people supported, workforce, parent, carers, family members, shareholder & commissioner
- Openness and professionalism to ensure a smooth transition in a timely manner



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**

2021 - 2022



CONTACT US

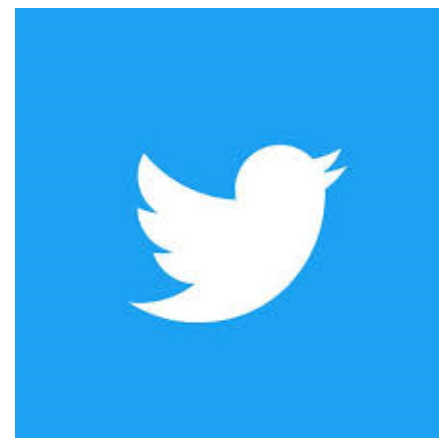
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**YOUR FEEDBACK
MATTERS**

Produced by Wirral Evolutions Ltd
2022

All photographs in this report are the property of
Wirral Evolutions Ltd



Enriching Lives of People with Disabilities & Maximising Potential
#OneLifeLetsLiveIt