

Business Strategy 2020 – 2025



‘Enabling the people we support to have choice and exercise control over their own lives’



Enriching Lives of People with Disabilities & Maximising Potential
#OneLifeLetsLiveIt

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PURPOSE OF OUR BUSINESS STRATEGY

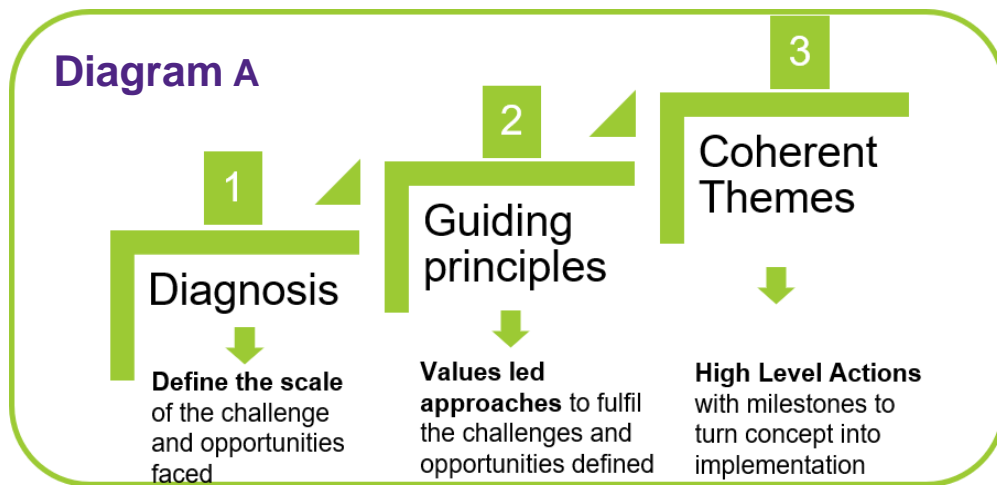
SETTING THE SCENE

Dear Reader

On behalf of **Wirral Evolutions Ltd**, we would like to welcome you to our Business Strategy which outlines our key drivers for change for the next five years (2020-2025) and our vision of *'enabling the people we support to have choice and exercise control over their own lives'*. It underpins our [Strategic Framework 2025](#) (illustrated on page 5) and also takes into account local and national direction, guidance and pledges that will enable improved outcomes for people with learning and physical disabilities.

Our Business Strategy 2020-2025 is aimed at our shareholder, workforce and valued partners (including the people we support, parents, carers, and community providers).

A strong sustainable Business Strategy will articulate a clear, transparent and evidence based logic for change, growth and development. In doing so, our Business Strategy has been developed in line with the 'Good Strategy, Bad Strategy' framework by Richard Rumelt. (<http://goodbadstrategy.com/>) It comprises of three stages as illustrated in **Diagram A** below:-



By building on the significant improvements over the past 12 months, this Business Strategy will provide direction for further work we need to do over five years – it is not, itself, a plan. It will commence its implementation from **2020** and will be incorporated in future budget cycle outcomes and annual plans. This plan will be approved by **Wirral Evolutions Ltd** Board and endorsed by our Shareholder in accordance with the Company's Governance Framework.

We do hope you enjoy reading our Business Strategy
Thank you for your continued support
Jean Stephens, Managing Director
Mike Naden, Chair



WHERE ARE WE NOW?



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) to provide personalised day services and opportunities 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:

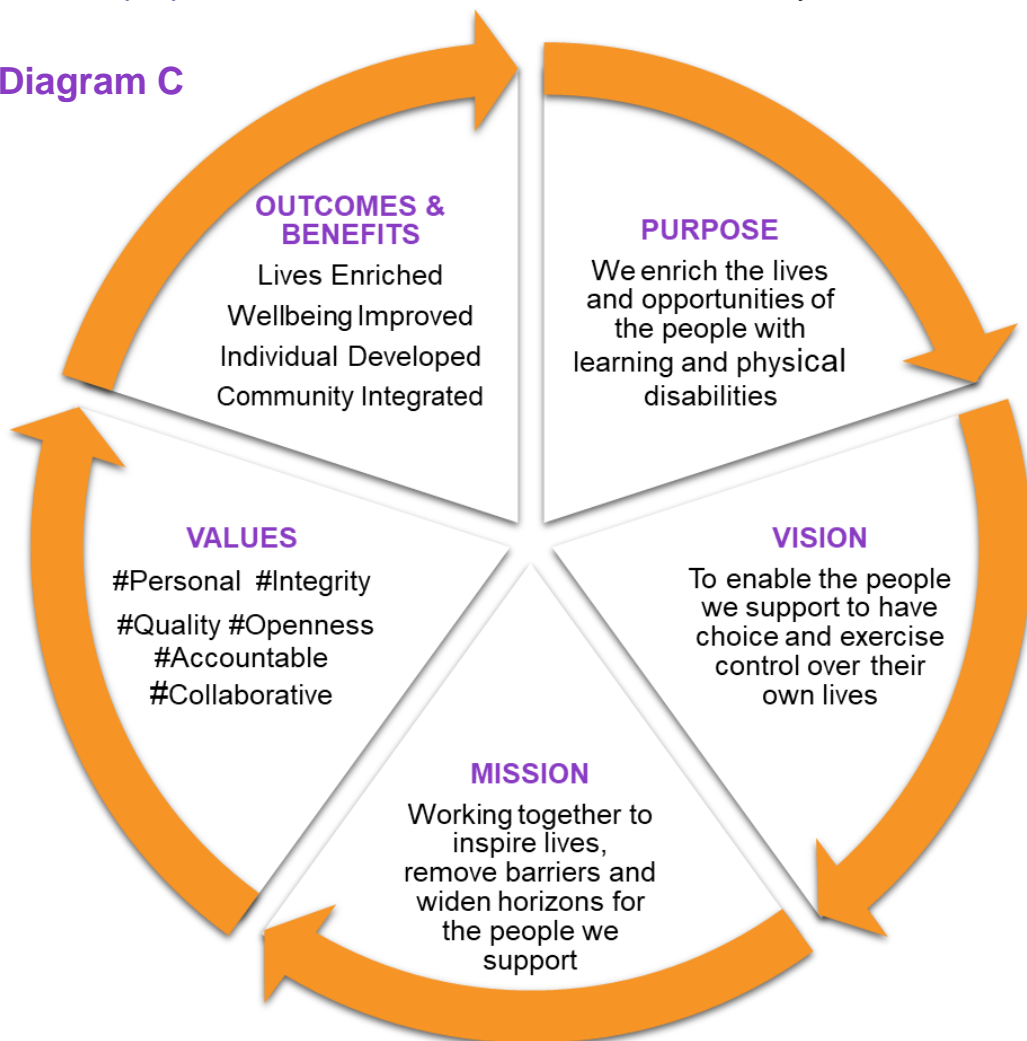
- ✓ Creative expression, through arts, pottery, crafts and music
- ✓ Physical Wellbeing through sports and leisure
- ✓ Hospitality and catering
- ✓ Horticulture, conservation and woodwork skills
- ✓ Beauty, sensory and relaxation experiences
- ✓ Information Technology
- ✓ Vocational Qualifications
-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

OUR STRATEGIC INTENT

FORWARD DIRECTION

Through effective engagement and consultation with the people we support, their families and carers, key stakeholders and partnerships, **Wirral Evolutions Ltd** have co-designed a Strategic Framework which provides a clear focus and commitment to our work. **Diagram C** illustrates our **purpose, vision, mission, values** and contributory benefits.

Diagram C



Our Strategic Framework is available to download from our website: [Wirral Evolutions Ltd - Strategic Framework 2024](#)

OUR GOVERNANCE ARRANGEMENTS

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). Through its comprehensive Governance Framework it defines the *corporate governance principles, its structures, relationships, levels of accountability, processes and behaviours* in accordance with [The UK Corporate Governance Code 2018](#).

It is led by a strong, strategic leadership board who 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 and scrutiny.

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

Diagram B



Sub Committees

1. Chaired by Non-Executive Director and supported by Senior Leadership Team Member
2. Chaired by Non-Executive Director and supported by Senior Leadership Team Member
3. Chaired by Non-Executive Director and supported by Senior Leadership Team Member
4. Chaired by Chairman and supported by Non-Executive Directors and Managing Director as appropriate

COMPANY DIAGNOSIS

HEADLINE SWOT ANALYSIS

The diagnosis is presented in the form of a SWOT analysis, identifying the key Strengths, Weaknesses, Opportunities and Threats that affect [Wirral Evolutions Ltd](#). It is not intended to be exhaustive, but to identify the most important factors that impact upon the Company.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">▪ Clear Strategic Framework in place▪ Strong Governance Framework in place▪ Performance Monitoring Framework introduced▪ Largest market presence of Adult Day Services and Opportunities across Wirral▪ A varied set of services delivered that enable a social benefit for people we support, their families and carers▪ Shareholder support and commitment▪ Good relationship with Wirral Health and Care Commissioner▪ Passionate workforce (paid and non-paid)▪ Strong engagement with the people we support, parents, carers and charities▪ Improvement culture introduced	<ul style="list-style-type: none">▪ Outdated 'look and feel' of some day locations which are not fit for purpose▪ Fragmented services and locations▪ Limited insight to enable effective decisions-making▪ Reactive culture▪ Under developed Senior Leadership Team▪ Best kept secret▪ Workforce structure not fit for purpose▪ Service offers unattractive to younger adults▪ Limited turnover of workforce▪ Ageing population within the service with more complicated needs occurring▪ Limited external stakeholder engagement▪ Limited commercial presence
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">▪ Modernise and co-locate day services into the heart of the community▪ Younger adults offer with supported pathways of enhanced independency▪ Be part of the LCR Adult & Social Care procurement framework▪ Work collaboratively with external stakeholders in Wirral and LCR/Cheshire▪ Demonstrate the social and economic value of the people we support▪ Diversify business ventures and funding▪ Develop the commercial opportunities	<ul style="list-style-type: none">▪ Reduction in the Local Authority Adult Social Care Budget▪ Over dependency on one commission▪ Under resourced and limited leadership from 2015-2018▪ Political landscape changes▪ Competitive advantage limited due to overheads▪ Speed and resistance to change▪ Capacity within Senior Leadership Team

COMPANY DIAGNOSIS

POPULATION TRENDS

This section will look at current and future statistics, going as far as **2035**. It is important to note however, that any future statistics are only estimates, created using past data and prevalence rates that have been added to ONS population projections.

Table 1 & 2 : Wirral Learning Disability 'population by age' compared to neighbouring Authorities / North West / England

Table 1: Learning Disabilities - Baseline 18 – 65

	2019	2020	2025	2030	2035	Change	% Change
Wirral	4,466	4,449	4,360	4,271	4,214	-252	-6
Cheshire West	4,805	4,797	4,744	4,672	4,612	-193	-4
Liverpool	8,114	8,123	8,149	8,286	8,448	334	4
NW	106,507	106,403	105,682	105,097	104,622	-1,885	-2
England	826,834	828,322	833,689	839,192	842,807	15,973	2

Table 2: Learning Disabilities - Baseline 65+

	2019	2020	2025	2030	2035	Change	% Change
Wirral	1,475	1,493	1,608	1,770	1,890	415	22
Cheshire West	1,540	1,559	1,686	1,870	2,028	488	24
Liverpool	1,535	1,561	1,705	1,892	2,028	493	24
NW	28,714	29,097	31,475	34,814	37,792	9,078	24
England	216,362	219,872	240,660	269,064	296,050	79,688	27

Key points to consider:

1. The population of people with learning disabilities is set to rise Nationally, with a 2% change in those people who are aged 18-65 and 27% change in those who are aged 65+. There is however a geographical bias in Wirral, seeing a decline of -6% in those aged 18-65 and whilst there is a marginal increase in those aged 65+ in Wirral it is lower than the National trend
2. City of Liverpool has a steady increase in both ages, therefore the demand for services looks set to increase which could present an opportunity for growth across boundary
3. Looking beyond the next ten years or so, it is estimated that the number of adults aged 70 or more using social care for adults with learning disabilities will more than double

COMPANY DIAGNOSIS

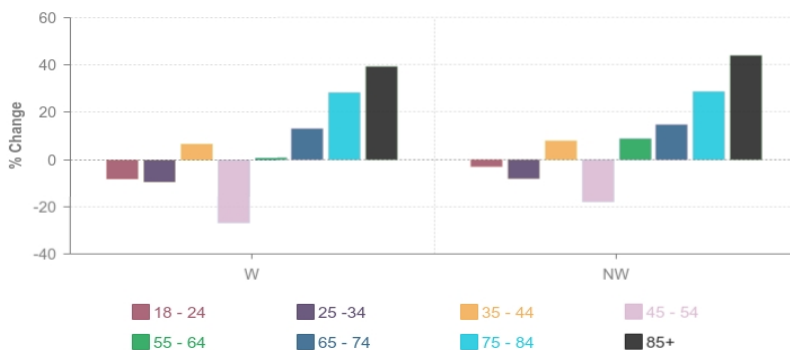
POPULATION TRENDS BY SERVERITY

The following statistics are drawn from the Wirral Joint Strategic Needs* (JSNA) Assessment: Learning Disabilities paper (Wirral 2016). The numbers differ slightly from the POPPI and PANSI figures (as is to be expected for projections and estimates) however, they do follow a similar trend. Unfortunately, however, the JSNA only looks at Wirral wide and North West wide statistics rather than those from surrounding boroughs.

Graph 1 & 2: Percentage change in Disability Population by Age Range, Wirral V North West 2015-2030

Graph 1

% Change in Disability Figures By Age Range
Wirral Vs North West From 2015 - 2030

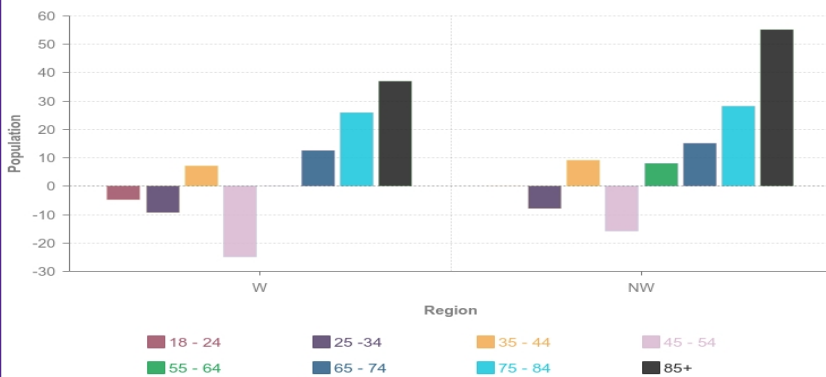


Key point to consider:

JNSA predictions of Wirral and North West disabilities between 2015 and 2030. It appears the significant drop in the 45 – 54 age range is due to the increased risk of early mortality faced by those with learning and physical disabilities

Graph 2

% Change in Moderate/Severe Disabilities
Wirral Vs North West From 2015 - 2030



Key point to consider:

The predictions show that there will be a significant rise in the number of those with learning and physical difficulties reaching an older age (which will bring with it its own set of complications for service)

*Source: from Wirral JSNA: Learning Disabilities (JH) (v2) 2016

COMPANY DIAGNOSIS

PEOPLE WE SUPPORT

As of August 2019, there are 406 people we support accessing our services across Wirral. In terms of the current age statistics, the majority of the [people we support](#) fall between the ages of 35 and 64, equating to 61% of our population. In contrast however, there is a significant slowing in the intake of younger adults aged 18-24, equating to only 8.62% of our population.

As predicted by national trends, people with learning disabilities moving through the age groupings are more likely to require more support as more complex needs develop. This is also evident through a recent comprehensive review undertaken by [Wirral Evolutions Ltd](#) to assess the level/type of support necessary. This is illustrated in the People Banding profile in [Table 4](#) below. While not directly compared to age groupings it does show that 38% of the population require significant levels of support and, as the rest of the 'population' ages, this figure will rise.

Table 3: Wirral Evolutions Ltd 'population' by age band (October 2019)
Table 4: Wirral Evolutions Ltd People Banding (October 2019)

Table 3			Table 4	
Age	Number	% of total	People Bandings	
18-24	35	8.62	1	65 (16%)
25-34	92	22.66	2	88 (22%)
35-44	81	19.95	3	182 (45%)
45-54	93	22.91	4	71 (17%)
55-64	73	17.98		
65-74	29	7.14		
75-84	2	0.49		
85 – 94	1	0.25		
>95		0.00		
Total	406		total	406

Key points to consider:

1. There will be a rise in *severity* and *complexity* of the needs of the people we support over the next 10 years (at the current [Wirral Evolutions](#) population levels) – this will see an impact on staff levels, resource management and costs.
2. It is worth noting that there is an assumption that a high portion of the [people we support](#), would have accessed the service on average 15-20 years ago and therefore would have fallen into the younger age groups.
3. Movement in age grouping (discounting any 'intake' of younger adults and looking solely at current population) shows that by 2030 49% of our population will be over 55.

Note: Age information taken from Central Register (September 2019)

COMPANY DIAGNOSIS

FUTURE CHILDREN & YOUNG PEOPLE

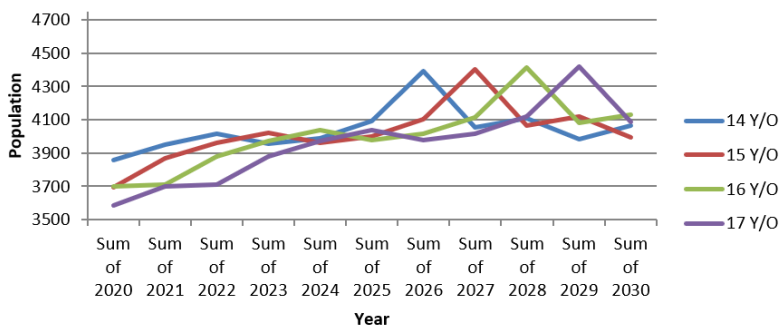
There was a decline in live births in England between 1991 and 2001 before slightly increasing. Ultimately, this means that the numbers of children reaching adulthood, and therefore needing to access our services, will decrease over the next decade but will then start to gradually rise thereafter. It is difficult to find or create projections for the under 18 age range. This is due to the fact that learning disability is often misdiagnosed or not diagnosed at all and statistics for school age children often include Special Educational Needs that are not relevant to [Wirral Evolutions](#); such as dyslexia.

Graph 2: Projections: 14-17 year olds : Wirral Population, 2020 -2030

Graph 3: Projections: Wirral School Age Children with Learning Disabilities, 2020-3030

Graph 4: Projections: Wirral 14-17 year olds with Learning Disabilities, 2020 - 2030

Graph 2 Projections: 14 - 17 Year Old Wirral Population, 2020-2030

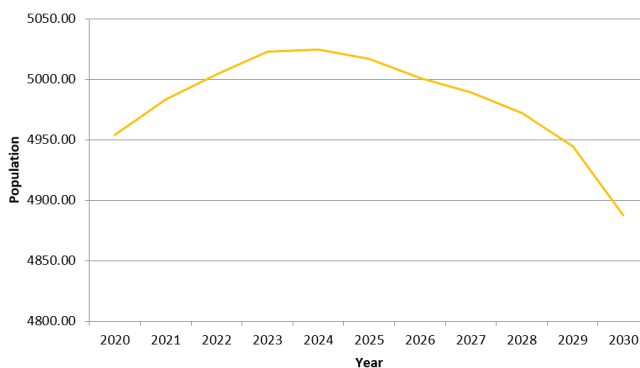


Key point to consider

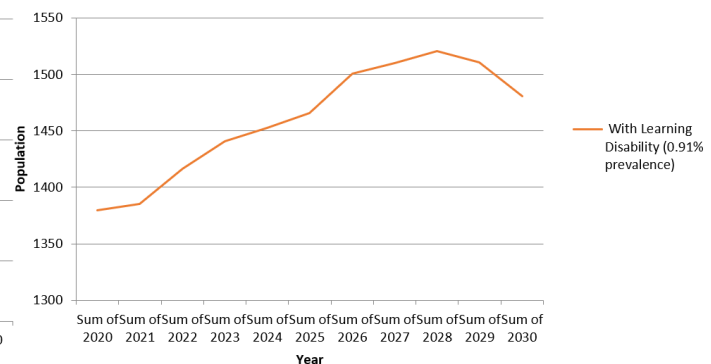
The projections illustrated in Graph 2 and Graph 3 are self-created, based on a prevalence rate of 0.91% for the 14 – 17 age range as in graph 4

The focus on the 14 – 17 age range as they are more likely to come across our path over the next 10 years.

Graph 3 Projections: Wirral School Age Children With Learning Disabilities, 2020-2030



Projections: Wirral 14 - 17 Year Olds With Learning Disabilities, 2020-2030



COMPANY DIAGNOSIS

WORKFORCE (Paid/Non-Paid)

Wirral Evolutions Ltd employs a workforce of c159 people across its service. The age profile illustrated in Table 5 shows a mature and experienced workforce, with 60% who are over the age of 51 years old. In contrast, there is less than 2% of the workforce who are under the age of 25 years old. From the total workforce, 6% have declared they have a disability.

The gender profile for the company is in line with national trends for the health and care sector, with a significantly higher presence of female employees at 78% compared to males employees at 22%

In addition, Wirral Evolutions Ltd has approximated 70 people who actively volunteer on a weekly basis. During 2019-2020, our volunteers contributed 14,000 hours to activities with the people we support.

Table 5 : Wirral Evolutions Paid Workforce Profiling

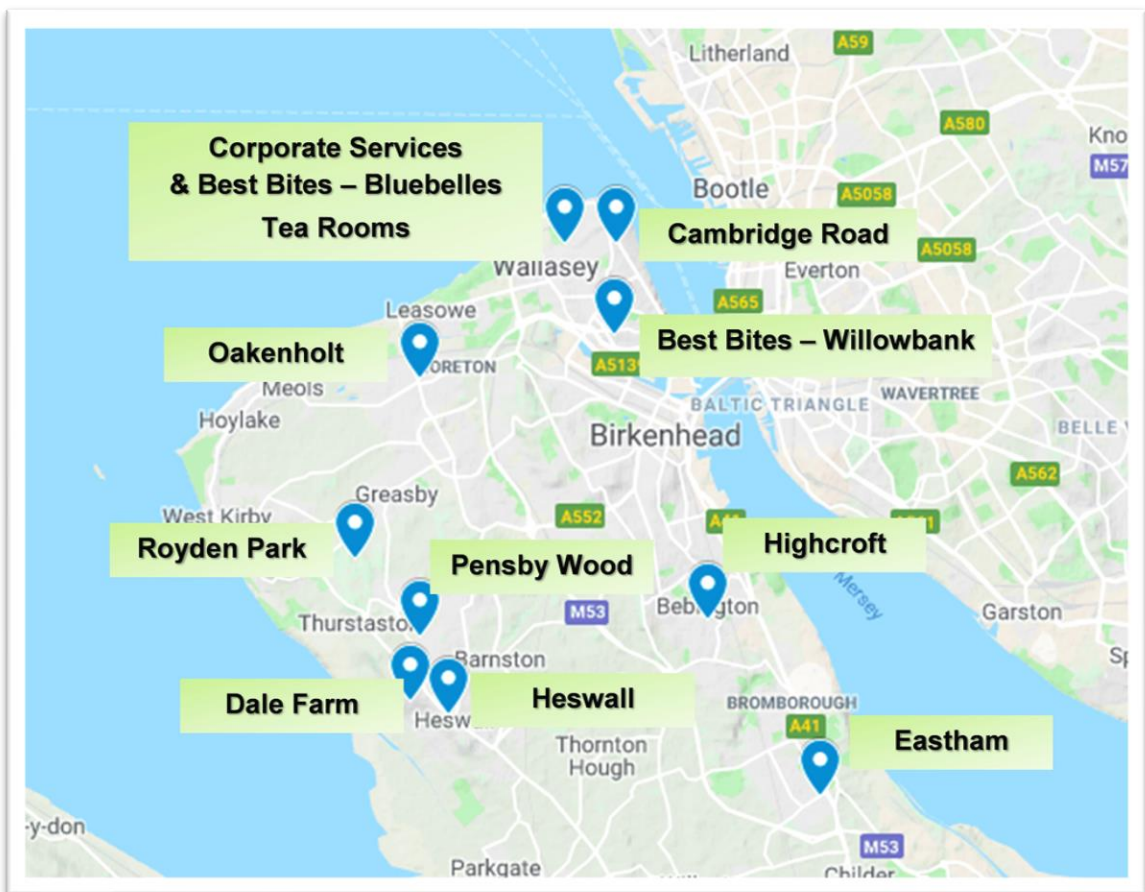
Year To Date:			2019/2020	
Gender	Employed	%	Wirral Population	
Female	124	78.0%	51%	
Male	35	22.0%	49%	
Age	Female	Male	Total	%
< 20 Yrs	1	0	1	0.6%
21-25 Yrs	1	0	1	0.6%
31-35 Yrs	7	4	11	6.9%
36-40 Yrs	7	0	7	4.4%
41-45 Yrs	8	3	11	6.9%
46-50 Yrs	23	10	33	20.8%
51-55 Yrs	28	9	37	23.3%
56-60 Yrs	31	7	38	23.9%
61-65 Yrs	17	1	18	11.3%
66 Yrs +	1	1	2	1.3%
Grand Total	124	35	159	100.0%

COMPANY DIAGNOSIS

PLACE

Currently, [Wirral Evolutions Ltd](#) delivers its care service in multiple locations across Wirral geographically area see Map 1. The locations are a mixture of traditional type 'day centres' and 'day experiences' environments. All of the locations are owned by Wirral Council, with the majority requiring investment to bring them up to a high standard. The majority of the [people we support](#), are transported to and from each of their locations, between one and fives days per week.

Map 1: Wirral Evolutions Ltd - Day Services and Day Experiences



A young boy with short brown hair and freckles is smiling and looking down at a snowy owl perched on his gloved hand. He is wearing a dark blue jacket with a paw print patch on the sleeve. The owl has white and grey mottled feathers. The background is slightly blurred, showing other people and warm indoor lighting. The entire image is framed by a thick orange border.

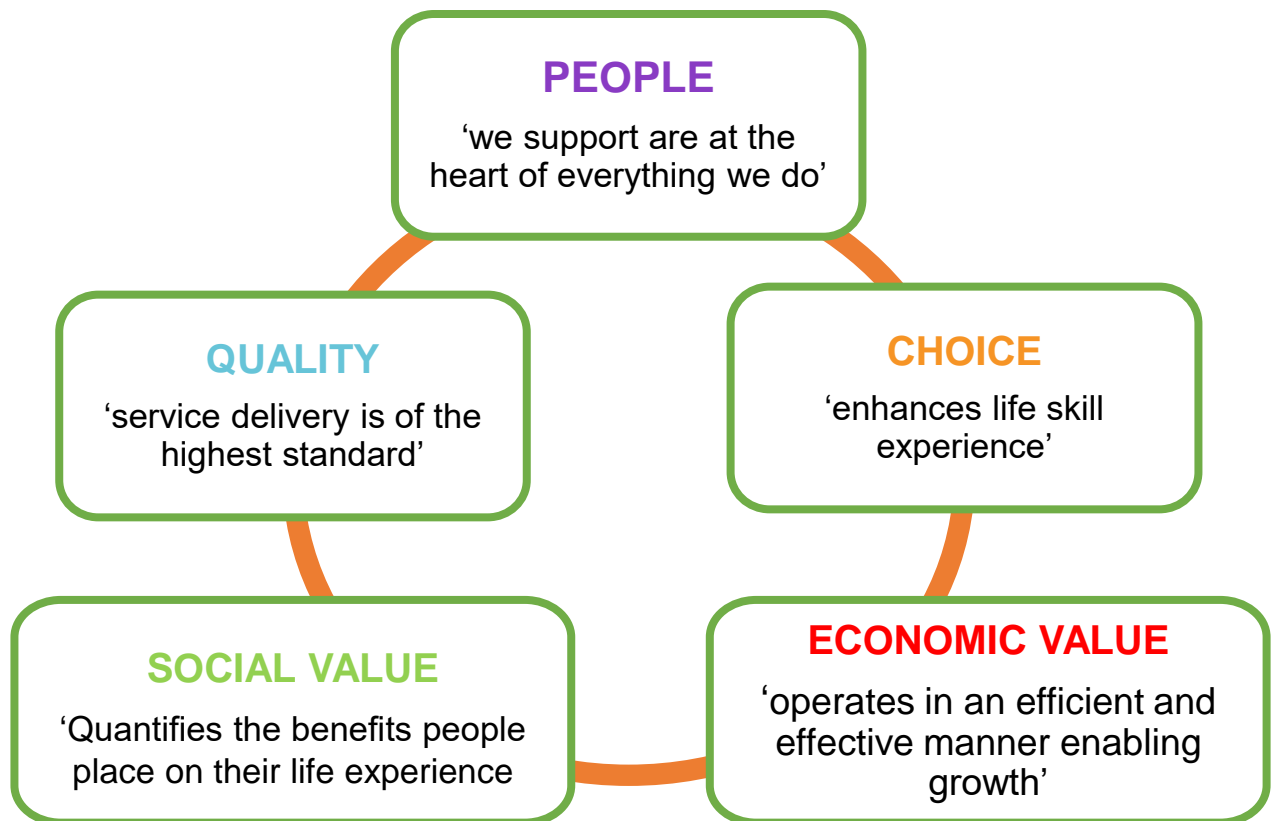
WHERE DO WE WANT TO BE?

GUIDING PRINCIPLES

VALUE CREATION

As the output of the 'diagnosis phase' on pages 6 to 12, five equally important challenges and opportunities have been distilled into a set of 'Guiding Principles' creating value for the people we support.

Through **personalisation**, **collaboration** and **supported pathways** our Business Strategy will ensure:-



COHERENT ACTIONS

A set of high level coherent actions has been developed to support the change required to fulfil **Wirral Evolutions Ltd Guiding Principles** as illustrated on page 13. Each **Call To Action (CA)** is colour coded providing a clear line of sight to one or more of the guiding principles. Each Call To Action will require a detailed **scope** and **execution plan** to enable, a smooth and transparent implementation, over a set timeframe.

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

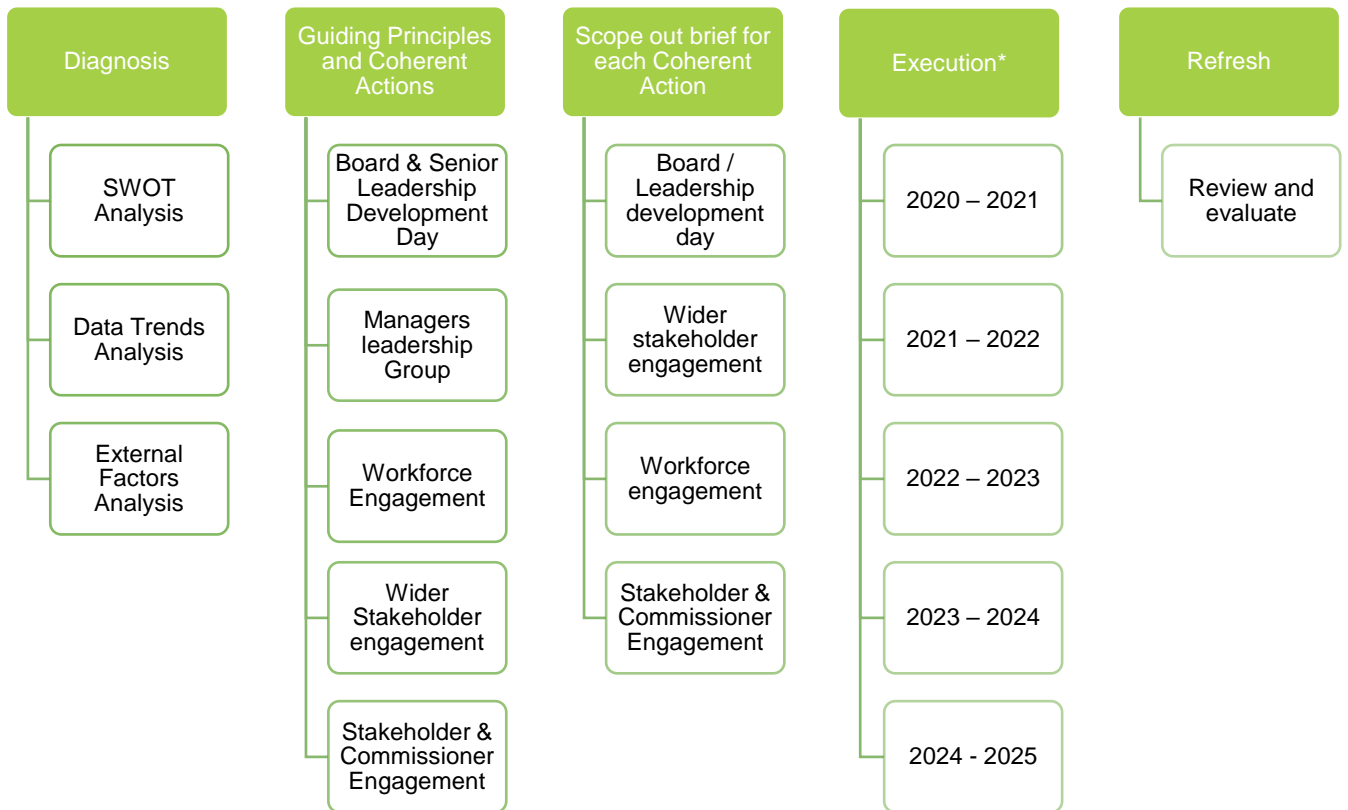
Note : Several of the above call to actions are co-dependent on one another and will require a phased approach when designing the execution stage

EXECUTION

MILESTONES & TIMEFRAME

CONSULTATION AND ENGAGEMENT

EXECUTION



Sept – Oct 2019

Nov – Dec 2019
Jan – Feb 2020

April 2020 – Mar 2025

Apr 2024

ASSUMPTIONS, RISK & MITIGATING FACTORS

Wirral Evolutions Ltd has a robust and comprehensive management of risk policy and processes in place, located in the appendix of the Company's Governance Framework.

Its policy and processes support a structured, systematic approach of identifying, responding to and managing the associated risks forming an integral part of day-to-day business. Risk mitigation is defined as taking steps to reduce adverse effects. The Company Risk Register identifies 6 types of risk mitigation strategies to ensure Business Continuity and Disaster Recovery. The Risk Register is reviewed, evaluated and actioned by the Company board on a quarterly basis.

This Business Strategy is based on several big assumptions which are illustrated below:-

Headline	Assumptions	Specific Risk [if assumptions not honoured]	Mitigating Factors
Political Environment	A. To continue to have a strong relationship with the Shareholder Board and its representatives B. To encourage growth outside Wirral Council Health & Care Commissioned contract (The Block) from within Wirral Council and cross boundary (LCR/Cheshire footprint)	1. Cross party challenge of the value of an local authority owned company 2. Speed of decision making 3. Negative political impact on Leader and Council Members from parents, carers, people we support, self-advocates and surrounding communities	Wirral Evolutions Ltd to report strong evidence base of performance, social and economic value from the service to the Shareholder Board, Commissioner and key stakeholders Effective engagement, openness and honesty
Economic Benefit	A. Wirral Council Health & Care Commissioned contract (The block) is based on full cost of delivery for the contract, reflective of the capacity needed for the levels of dependency of the people we support [as per 'People Banding'] B. Strategic discussions take place prior to November 2020 to review and confirm the Wirral Council Health & Care Commissioned contract (The Block) for delivery post April 2021 – 2026, with a view to have an agreement in place for 5 year contract and budget commitment C. To encourage growth outside Wirral Council Health & Care Commissioned contract (The Block) from within Wirral Council and cross boundary e.g. spot purchasing, additional contracts, direct payments	1. Unable to deliver this annual plan 2020-2021 effectively and efficiency, compromising quality, safety and growth 2. Clarity and agreement of contract outputs and outcomes not aligned to 5 year business strategy Long term efficiencies effected 3. Compromises sustainability	Wirral Evolutions Ltd, Board to raise areas of concerns through the Shareholder Governance Process Wirral Council Commercial team and Shareholder representatives to provide capacity to support MD in a timely and efficient manager
Social Value	A. Performance monitoring will demonstrate social value and impact on the lives of the people we support	1. Unable to demonstrate capacity released in the adult care system and levels of outcomes achieved	Comprehensive Performance Framework (the scorecard) in place and monitored by Wirral Evolutions Ltd Board on a quarterly basis
Technological and Operational	A. To provide high quality adult care locations and a workforce structure that meets the needs of the people we support, in line with the Business Strategy 2025 B. Speed of organisational change is conducted in a consultative, engaging and timely manner	1. Poor standard of locations and inefficient workforce structure, H&S compromised	Implementation of the Company's Business Strategy 2025
Legislative	A. Corporate Governance and Compliance is maintained	1. Failure to deliver against legal and contractual obligations	Wirral Evolutions Ltd adheres to its Governance Framework

Version Control		
Month Date	Action/Outcome	Progress
November 2019	<ul style="list-style-type: none"> Wirral Evolutions Board and Senior Leadership development day Leadership Team engagement session Guiding Principles and Coherent Actions agreed by Wirral Evolutions Board 	
December 2019	<ul style="list-style-type: none"> Wirral Evolutions Ltd approval of final draft of Business Strategy 2020-2025 	
January 2020	<ul style="list-style-type: none"> Feedback received by Wirral Council Commercial Manager 	
January 2020	<ul style="list-style-type: none"> Business Strategy 2020-2025 submitted to Shareholder Board for approval 	
February 2020	<ul style="list-style-type: none"> Shareholder Board approval received 	
April 2020	<ul style="list-style-type: none"> Business Strategy 2020-2025 to be uploaded to www.wirralevolutions.org 	
December 2020	<ul style="list-style-type: none"> Wirral Evolutions Ltd Board review Business Strategy 2020-2025 	

Red = Urgent concern, Amber = Risk of not being on target, Green = On target, Grey = Not measured or not started yet, Blue = Completed

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 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’



CONTACT US



YOUR FEEDBACK MATTERS

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2019-2020

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