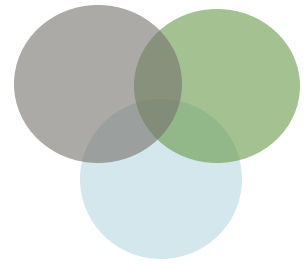


**INDEPENDENCE & WELL BEING**  
ENFIELD Ltd.



# Business Plan

**2017 - 2021**

# Table of Contents

|      |                                     |                                     |
|------|-------------------------------------|-------------------------------------|
| I.   | <b>Executive Summary.....</b>       | <b>2</b>                            |
|      | Portfolio                           |                                     |
|      | Objectives                          |                                     |
|      | Mission Statement                   |                                     |
| II.  | <b>Description of Business.....</b> | <b>5</b>                            |
|      | Company Ownership/Legal Entity      |                                     |
|      | Location                            |                                     |
|      | Hours of Operation                  |                                     |
|      | Products and Services               |                                     |
|      | Suppliers                           |                                     |
|      | Service                             |                                     |
|      | Management                          |                                     |
|      | Financial Management                |                                     |
|      | Start-Up/Acquisition Summary        |                                     |
| III. | <b>Marketing .....</b>              | <b>24</b>                           |
|      | Market Analysis                     |                                     |
|      | Market Segmentation                 |                                     |
|      | Competition                         |                                     |
|      | Pricing                             |                                     |
| IV.  | <b>Appendix.....</b>                | <b>Error! Bookmark not defined.</b> |
|      | Start-Up Expenses                   |                                     |
|      | Determining Start-Up Capital        |                                     |
|      | Cash Flow                           |                                     |
|      | Income Projection Statement         |                                     |
|      | Profit and Loss Statement           |                                     |
|      | Balance Sheet                       |                                     |
|      | Sales Forecast                      |                                     |
|      | Milestones                          |                                     |
|      | Break-Even Analysis                 |                                     |
|      | Miscellaneous Documents             |                                     |

# Executive Summary

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Independence and Well Being Enfield Ltd. (IWE) is a Local Authority Trading Company, wholly owned by the London Borough of Enfield. It was established to ensure that good quality Adult Social Care services continue to be available now and in the future.

The blend of services to promote independence and well being is as relevant in Residential and Nursing provision as it is in Community settings. Promotion of independence and activities to generate feelings of well being, continue to be important to people as they reach the later stages of their journey.

This business plan reflects the strategic relevance of all services within the existing portfolio as well as those also currently in scope.

## Portfolio

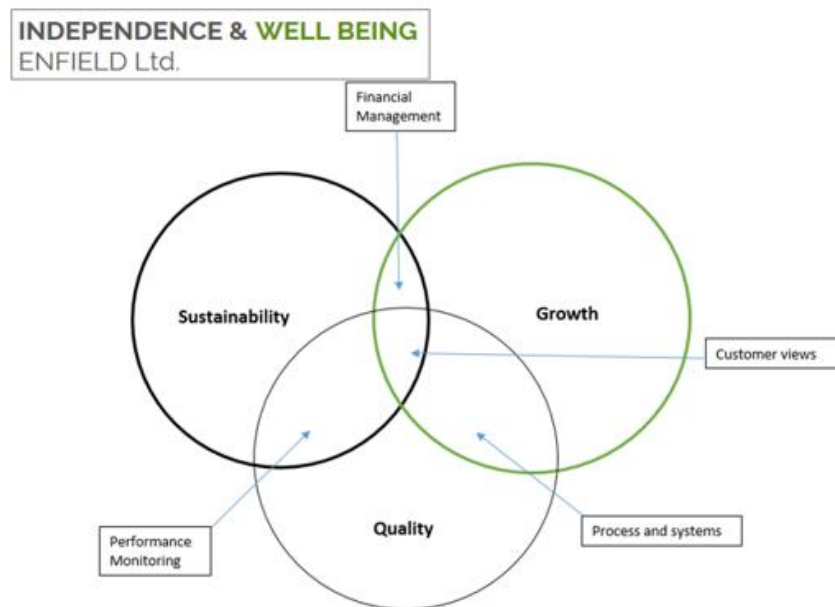
| Independence Services         | Well Being Services      | Nursing and End of Life Care |
|-------------------------------|--------------------------|------------------------------|
| Outreach                      | Formont                  | BridgeWood (in scope)        |
| Re-ablement                   | Community Link           |                              |
| Community Equipment           | New Options              |                              |
| Shared Lives                  | Park Avenue              |                              |
| Wheelchair Service            | Shopmobility             |                              |
| Safe and Connected (in scope) | Inclusive cycling scheme |                              |

## Objectives

The core objectives of Independence and Well Being Enfield are:

- To provide good Quality of service for vulnerable people
- To develop and provide Sustainable services
- To Grow our business

Delivery against core objectives is monitored by applying a balanced scorecard methodology.



MG/CM 2016



Where each circle overlaps there is an action in place to ensure that the company is able to report on it's activity.  
BUSINESS PLAN - JANUARY 2017

To ensure *sustainability* and *growth* IWE monitors income and expenditure formally on a monthly basis however tracking of invoices, purchase orders, peripheral income, salaries and overtime monitors are monitored throughout the accounting period. This ensures we are able to operate within our cash limits and make adjustments accordingly.

In order for *quality services* to be delivered IWE has to ensure all of the appropriate systems and processes are in place. Many procedures around Health and Safety, H.R and ICT are similar if not the same to those utilised by LBE. Governance structures however are different although ultimately report to LBE as the parent company. All policies, processes and systems are subject to review and update where required. Having the appropriate systems and processes in place contributes to IWE's capacity for *growth*.

*Sustainability* of the *quality* of services is ensured through monthly monitoring of key performance metrics. Each service is clear as to the relevant performance indicators and should an area repeatedly miss those targets, the Senior Management Team take action to remedy. Performance Monitor is a standing item on the IWE Executive Board who make active contributions to ensure the quality and sustainability of company activities.

What our customers think about our services helps us to understand perceived *quality* and subsequently affects the *sustainability* and potential *growth* of the company. IWE has established a stakeholder forum the self named, 'Enfield Independence and Well Being Partnership' who have an interest in contributing to the direction of travel of the company. Feedback on provision is a key feature.

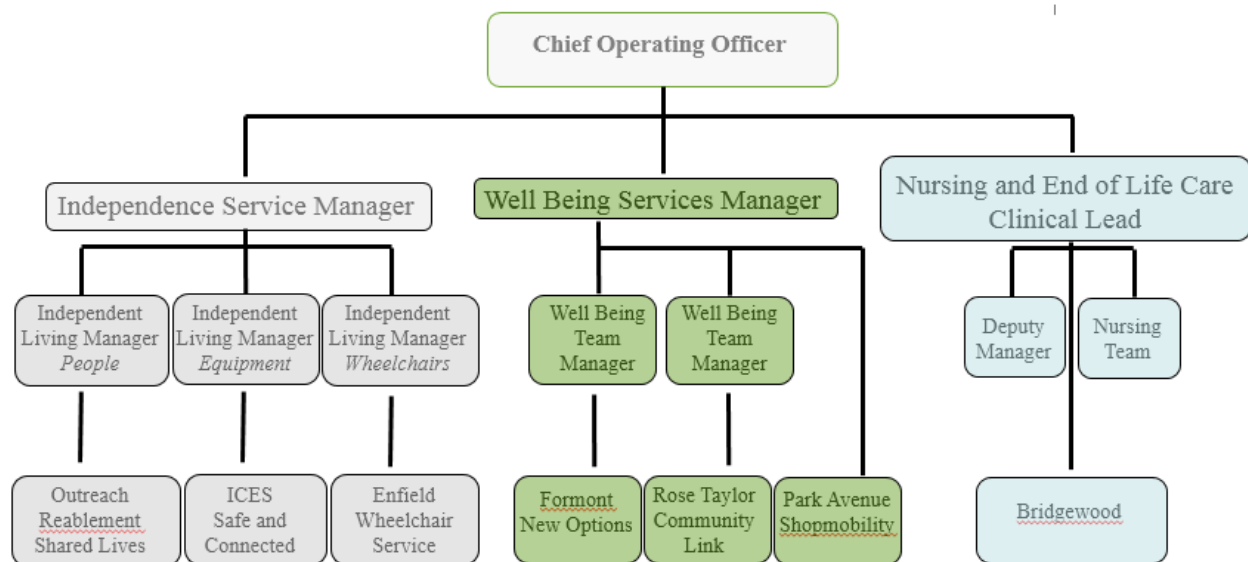


Quality Checkers and Dignity Panel provided by LBE are actively involved in customer experience collection with IWE and as well as regular informal ‘check ins’ with customers, additional focus groups are formed for key activities and an annual customer satisfaction survey is conducted.

## Mission Statement

*‘Independence and Well Being Enfield exists to enable vulnerable people to be as Independent and Well as possible.’*

## Structure



## Description of Business

### Company Ownership/Legal Entity

IWE is a Local Authority Trading Company wholly owned by the London Borough of Enfield(LBE). Services have been transferred to IWE under a Teckal exemption allowing 20% of revenue to be generated by activities outside of

LBE business. The company satisfies both the control and function tests for Teckal. The Company operation is overseen by an Executive Board which reports to an Oversight Committee acting on behalf of the Shareholder.

## Location

IWE registered address is:

|   |
|---|
| Independence and Well Being Enfield Ltd.<br>Civic Centre<br>Silver Street<br>Enfield<br>EN1 3XA |
|---|

The company operates across Enfield from a number of sites as well as in peoples own homes.

## Hours of Operation

Well Being Services core service 8am – 4 pm Mon – Fri however extension plans in progress to include Breakfast clubs and more weekend offers.

Outreach Service core – 07:00 – 22:00 with ‘On Call’ arrangement between 22:00 and 07:00

Enablement – 07:00 – 22:00 7 days per week

Safe and Connected 24/7

Bridgewood 24/7

Shared Lives 24/7

Community Equipment 08:00 – 16:00 inc. weekends where required

Wheelchairs – 09:00 – 17:00 Mon - Fri

## Services

### *Wheelchair Service*

Enfield Wheelchair Service provides wheelchairs and associated equipment to adults and children living in Enfield who have no or reduced walking ability, a permanent or long-term medical condition, or a projected prognosis of six months or over. We provide a welcoming, tailored made service to meet the individual's needs.

#### **The service provides:**

- Clinical assessment to consider physical, postural, social and environmental needs
- Provision of a wheelchair and equipment tailored to meet the assessed needs
- Full instruction and handover on the use, care, basic safety and maintenance of the equipment
- Access to an Approved Repairer who provide a repair, delivery, modification, planned maintenance and collection service.
- Reassessment and review at the individuals request.

### *Community Equipment Service*

The Integrated Community Equipment Service provides equipment and adaptations which enables vulnerable people to live as independently as possible.

The service is run in partnership with the Clinical Commissioning Group for both Paediatric and Adults Services and is responsible for the management of Enfield's community equipment loan service. This includes procurement, delivery/collection, recycling, storage, decontamination, maintenance and disposal.

Equipment includes hoists, foam/dynamic mattresses, profiling beds, seating, shower chairs and toileting equipment. The service is also responsible for arranging and providing minor adaptations including stand-alone assistive technology, grab rails, portable ramps and concrete steps.

Equipment is provided on a short or long-term basis to individuals to use in their own homes to either aid their independence, maintain or improve their state of health, to facilitate hospital discharge, or to assist others to provide care.





### *Outreach*

The service provides care and support to adults living with dementia, learning disabilities, autistic spectrum disorder, older people and people with a sensory or physical impairment, either in the community or home based.

We focus on supporting individuals to regain confidence, maximise independence to live at home and access to the community.

Long or short term and crisis support is provided.

### *Shared Lives*

The service recruits and trains family carers to provide care and support to adults over the age of 18 with disabilities, long term-conditions or who may be older or otherwise vulnerable. The support is provided within the carers' homes. The family carers receive payment from the Council for doing this and support through the matching and placements process.

Young people gain independence skills and there is End of Life support for people in need of this.

Respite and place of safety are offered during crisis or emergency situations.

### *Re-ablement*

The main focus of this service is enabling people to regain lost skills and confidence typically after hospital discharge.

Short term support packages are put in place for up to six weeks in order to support people's independence to manage at home.

The service also helps people avoid going into hospital for non-medical reasons (Hospital Avoidance)

### *Safe and Connected*

There are three options for this service.

#### Safe Alert

- Easy to use equipment provided Emergency centre staff available day and night
- Friends, relatives or nominated key holders contacted if you need them

#### Safe Response

- Includes all the benefits of Safe Alert
- Response officer available to visit you at home
- Lifting equipment available to assist if you fall

#### Safe In-touch

- Includes all the benefits of Safe Alert and Safe Response
- Easy to use equipment provided allowing you a daily 'I'm okay' check call
- Pre-arranged 'keep in touch' call from a member of the Safe and Connected team
- Additional sensors can be provided to support you in your home

BUSINESS PLAN - JANUARY 2017

A member of the Safe and Connected team will visit you at home to discuss the options, prices and equipment available. Depending on which service is chosen, it can cost less than 50p a day to have the 24/7 reassurance the Safe and Connected service can provide.

It is simple and easy to use. All that's needed is a telephone line to link to the service. No computer is necessary. Other alternatives are possible and can be discussed.



## *Handy Person Service*

Examples of what we can offer to meet your requirements:

### **Supply and fitting**

- Key safes

### **Fitting**

- Net and curtain rails
- Roller, vertical and venetian blinds

BUSINESS PLAN - JANUARY 2017



- Flat pack furniture assembly
- Putting up mirrors and pictures

### **Repairs**

- Minor carpentry tasks

### **Installing**

- Grab rails, stair handrails, bannisters
- External rails
- Steps



### **Garden and outside**

- General gardening (lawn cutting, hedge trimming, digging, tree pruning and weeding)
- Fencing (repairs and construct)
- Shed (repairs and construct)
- Paving and path mending
- Jet washing

## ***Formont***

Formont provides extensive specialised environments and an established staff team with significant experience to support adults with profound and multiple learning disabilities. We provide a service which is flexible and meets the emotional, intellectual, social and physical needs of adults in order to encourage independence and choice designed in partnership with parents, carers and wider support services in Enfield.

### **What do we do?**

We provide a daily programme of personalised support and activities including Art Therapy, Music and Movement, Drumming Therapy, Cinemax club, Photography, Drama, Horticulture, Health and Beauty and opportunities for work experience.

Support with health needs is also provided and includes: Food and nutritional advice, swimming, physiotherapy, on site nurses visits for weight and blood pressure checks.

We work with specialist advisers and will refer for:

Nutritional support, wheelchair services, speech and language assessments and occupational therapy.

We have an extensive community access programme which enables our service users to experience community based activities what takes the place at centre.

**The Pool** - The heated sensory pool enables individuals to relax and complements physiotherapy which enables movement that is otherwise difficult to be achieved.



**Sensory Room** - Provides a tranquil environment with sound, visual and sensory touch equipment.

**Reflection Room** - A place to reflect and wind down in a calm environment for one to one support.

**Gardens** - Extensive gardens with a service user led gardening club and a secret garden.

**Well Being Room** - Access to well being and physio specialist equipment. Health and well being sessions run by our resident physio specialists.

## *New Options*

New Options provides a flexible day service to adults with moderate learning disabilities based on a person-centred approach, offering choice and variety but most importantly independence. An engaging programme of activities is provided to stimulate and stretch the abilities of our service users designed in partnership with customers and wider support services in the borough. The well established staff team bring a wealth of experience to the service.

The centre is a purpose built light, bright, modern building. The interior design features a training suite, fully accessible wheelchair adapted large kitchen, a large hall with innovative sound, lighting and visual equipment. Each room has access to its own outside area. The single storey building layout enables our more independent service users to roam freely to access the multiple areas.

## What do we do?

We provide a programme of support and activities designed and influenced by our service users personalised to meet their needs and promote independence. Activity sessions include;

Art and Design, History and Culture, Crafts and Sewing, Floristry, Woodwork, Music and Movement, Horticulture, Information Technology and Media, Health and Beauty.

Our life skills programme includes; Healthy meals preparation, Relationship Advice and Guidance, Hate crime prevention forum, public transport training, Current Affairs, Admin and Reception work experience.

As well as weekly visits from nurses at our centre to provide a check on blood pressure and weight, we also work with specialist advisers and will refer for specialist support regarding nutrition, wheelchair services, speech and language assessments and occupational therapy.

We have an extensive community access programme which enables our service users to experience community based activities as well as what takes place at the centre. Our immediate environment provides both direct access to Albany Park and to Albany Leisure centre.



A service providing person centred support to adults with learning disabilities to meet individual needs. We listen, empower, promote confidence and co-produce services with our customers. We also work in partnership with families, carers, social workers, health professionals and independent organisations.

*Community  
link*

Community Link has two sites; Edmonton and Enfield. The experienced staff teams support service users with learning skills for independent living including travel on public transport, personal finance, accessing health support and information, leisure, sports, drama workshops, volunteer work, women and men's groups, self-advocacy, social interaction and cultural awareness.

All Community Link customers have access to a training flat facility to learn and experience independent living skills.

### *Rose Taylor*

The service provides for older people and those with varying degrees of need. The team promote and facilitate activities with the aim of improving the health, physical and emotional well-being of people who use the service.

Activities include cookery, fitness, music, reminiscence, bingo, arts and crafts, gardening, quizzes, hairdressing, massage, physiotherapy and for any 'silver surfer' iPads with appropriate applications.

Our customers enjoy morning refreshments and a cooked lunch. We are supported by a number of sessional workers and Tottenham Hotspur Foundation to provide activities. The primary outcome is social interaction, companionship

The centre has an adjoining allotment where the produce grown is cooked in an adapted kitchen which is also used for baking. This aims to help people to learn new skills or maintain the skills they already have. The reminiscence areas are popular with the service users where they have the use of the cinema and old style pub environment RemPods™.



### *Shopmobility*

Shopmobility provides a free daily loan service of manual wheelchairs, powered wheelchairs and electric scooters. They are for anyone wishing to use the Edmonton Green Shopping Centre, whether an older person, those with a mobility difficulty or are temporarily immobile.





## *Park Avenue*

As a fully accessible building, Park Avenue is a unique community resource for physical disabilities and sensory impairments, which respects peoples own identity, abilities and choices. We provide a service that motivates and empowers people to learn new skills, join in friendly therapeutic activities and meet friends in a friendly environment.

Every day is different and people can attend on a full day basis, half day or on a drop-in basis. Everyone has the opportunity to get involved in our activities, which are facilitated by therapists or professionals in their field such as:

- Photography   Lip reading   Gardening   Music   Technology   Drama   Leisure   Community trips of  
Interest   Therapies   Cookery   Knit & Chat

And many more as we change what we offer to meet demand.

We have a Café area where refreshments, snacks and light lunches can be bought. Park Avenue can simply be a great place to meet up with friends and chat over coffee or a cup of tea.

We also have links to many community groups held at Park Avenue, such as:

- Cancer Life
- Stoke club
- Deaf club
- Visually impaired
- Facefront
- Employment support

Our aim is to maximise confidence, self-esteem and independence.

Park Avenue has rooms and a hall available to hire. These can be booked through the receptionist.

## *Inclusive Cycling Scheme*



This cycling scheme takes place in Bush Hill Park and is free to Enfield residents.

It is run by Support Workers from Community Link, New Options and Formont.

There are all types of cycles, for example, two seater, tandems and tricycles, available to cater for a range of abilities.

## *Bridgewood*

This new build Residential and Nursing care home provides quality care and support for some of the most frail members of our community. Bridgewood has 70 bedrooms divided into 6 units over 3 floors. Each floor has a Nursing station between the units. There are dining rooms and lounges on each floor as well as fully accessible bathrooms. All bedrooms have en-suite and are above COC floor space.



Ground and first floors are fitted for track hoists. Laundry and Kitchen areas are full large areas that can be used to develop activities to improve resident experience. Residents have access to on site coffee shop, store, gym and salon. On site Nursing staff and Clinical Care Assistants ensure the best possible, personalised care is provided at Bridgewood. Beds, pressure care and assistive technology are all provided and maintained to the highest standards. Independence and Well Being Equipment Service.

## **Suppliers**

IWE benefits from frameworks already in existence within LBE. Additional contracts developed with new providers as required. Review of buyback arrangements with LBE to be scheduled based on review of company development and opportunity to increase value for money for IWE.

## Registration



### Services

#### Bridgehouse Good



1 Forty Hill, Enfield, EN2 9HT  
(020) 8369 0045

#### Carterhatch Domiciliary Care Service Good



1st Floor St Andrew's Court, 1-4 River Front, Enfield, EN1 3SY  
(020) 8379 5729

#### Coppice Wood Lodge Good



10 Grove Road, New Southgate, London, N11 1LX  
(020) 8361 0800

### Enablement Service

We have not inspected this service yet



14 Centre Way, Claverings Industrial Estate, London, N9 0AH  
(020) 8379 1594

#### Enfield Adult Placement Scheme Good



1st Floor St Andrew's Court, 1-4 River Front, Enfield, EN1 3SY  
(020) 8379 5735

### Regulated activities

- Accommodation for persons who require nursing or personal care
- Personal care

Working in partnership



Clinical Commissioning Group



SharedLivesPlus  
THE UK NETWORK FOR SMALL COMMUNITY SERVICES



## Performance

## Aids for Daily Living

| Description   | Current Target | Sep 2016 | Oct 2016 | Nov 2016 | Dec 2016 | Jan 2017 | Feb 2017 | Mar 2017 | Latest Note   |  |
|---|----------------|----------|----------|----------|----------|----------|----------|----------|---|--|
|   |                | Value    | Value    | Value    | Value    | Value    | Value    | Value    |   |  |
| D55A Prescriptions issued for Simple aids to Daily Living           |                | 3,293    | 3,421    | 3,610    | 3,800    | 4000     | 4200     | 4400     | There is a total of 3610 prescriptions issued for SADLS between April and November 2016 |  |
| D55B Number of unique clients receiving Simple aids to Daily Living |                | 1,169    | 1,224    | 1,307    | 1,390    | 1,470    | 1,540    | 1,600    |   |  |

## Day Care Provider Activity Data and % Occupancy

| Description   | Current Target | Sep 2016 | Oct 2016 | Nov 2016 | Dec 2016 | Jan 2017 | Feb 2017 | Mar 2017 | Latest Note |  |
|---|----------------|----------|----------|----------|----------|----------|----------|----------|-------------|--|
|   |                | Value    | Value    | Value    | Value    | Value    | Value    | Value    |             |  |
| IWE008(f) Cumulative count of maximum sessions available for Community Link based on daily capacity of 60 – 2016/17 |                | 15,360   | 17,880   | 20,520   | 22,920   | 25,440   | 27,840   | 30,500   |             |  |
| IWE008(f2) Actual number of sessions attended at Community Link   |                | 11,234   | 12,789   | 14,541   | 16,037   | 18,062   | 19,766   | 21,655   |             |  |
| IWE008(g) Community Link monthly percentage occupancy rate taking into allocated sessions not attended              | 83.0%          | 71.0%    | 72.0%    | 71.0%    | 70.0%    | 71.0%    | 71.0%    | 71.0%    |             |  |
| IWE009(f) Cumulative count of maximum sessions available for Formont based on daily capacity of 55 – 2016/17        |                | 14,080   | 16,390   | 18,810   | 21,010   | 23,320   | 25,520   | 28,050   |             |  |
| IWE009(f2) Actual number of sessions attended at Formont  |                | 12,863   | 14,952   | 17,126   | 19,430   | 21,454   | 23,478   | 25,806   |             |  |
| IWE009(g) Formont monthly percentage occupancy rate taking into allocated sessions not attended                     | 83.0%          | 84.0%    | 91.0%    | 91.0%    | 92.0%    | 92%      | 92%      | 92%      |             |  |

|  |
|--|
| IWE010(f) Cumulative count of maximum sessions available for New Options based on daily capacity of 35 – 2016/17                     |
| IWE010(f2) Actual number of sessions attended at New Options   |
| IWE010(g) New Options monthly percentage occupancy rate taking into allocated sessions not attended                                  |
| IWE012(f) Cumulative count of maximum sessions available for Rose Taylor based on Mon–Fri capacity of 42 and Sat/Sun of 10 – 2016/17 |
| IWE012(f2) Actual number of sessions attended at Rose Taylor   |
| IWE012(g) Rose Taylor monthly percentage occupancy rate taking into allocated sessions not attended                                  |

|       |               |               |               |               |        |        |        |  |
|-------|---------------|---------------|---------------|---------------|--------|--------|--------|--|
|       | <b>8,960</b>  | <b>10,430</b> | <b>11,970</b> | <b>13,370</b> | 14,840 | 16,240 | 17,850 |  |
|       | <b>8,495</b>  | <b>9,924</b>  | <b>11,344</b> | <b>12,601</b> | 13,949 | 15,265 | 16,779 |  |
| 83.0% | <b>95.0%</b>  | <b>95.0%</b>  | <b>95.0%</b>  | <b>94.0%</b>  | 94%    | 94%    | 94%    |  |
|       | <b>11,798</b> | <b>13,763</b> | <b>15,772</b> | <b>17,593</b> | 19,518 | 21,359 | 23,452 |  |
|       | <b>11,473</b> | <b>12,621</b> | <b>14,633</b> | <b>16,790</b> | 18,542 | 20,291 | 22,279 |  |
| 83.0% | <b>97.0%</b>  | <b>92.0%</b>  | <b>93.0%</b>  | <b>95.0%</b>  | 95%    | 95%    | 95%    |  |

## Independence for older people through rehabilitation/ intermediate care

| Description   |
|---|
| NI125 Achieving independence for older people through rehabilitation/ intermediate care |
| NI125(A) Number of clients living independently 3 months after ICT service              |
| NI125(B) Number of clients discharged from hospital with ICT                            |

| Current Target | Sep 2016      | Oct 2016      | Nov 2016      | Dec 2016 | Jan 2017 | Feb 2017 | Mar 2017 | Latest Note |  |
|----------------|---------------|---------------|---------------|----------|----------|----------|----------|-------------|--|
|                | Value         | Value         | Value         | Value    | Value    | Value    | Value    |             |  |
|                | <b>82.25%</b> | <b>83.48%</b> | <b>83.13%</b> | 84%      | 84%      | 84%      | 84%      |             |  |
|                | <b>315</b>    | <b>369</b>    | <b>404</b>    | 453      | 495      | 537      | 596      |             |  |
|                | <b>383</b>    | <b>442</b>    | <b>486</b>    | 540      | 590      | 640      | 710      |             |  |

## Outreach Service

| Description   | Current Target | Sep 2016 | Oct 2016 | Nov 2016 | Dec 2016 | Jan 2017 | Feb 2017 | Mar 2017 | Latest Note   |  |
|---|----------------|----------|----------|----------|----------|----------|----------|----------|---|--|
|   |                | Value    | Value    | Value    | Value    | Value    | Value    | Value    |   |  |
| IWE004(c) Number of client contact hours of support delivered by Outreach Service |                |          | 3,042.53 | 3,053.57 | 3,072    | 3,075    | 3,080    | 3,080    | Information only currently available for active clients. Not for clients who ceased service during December and previous months. Data from CM2000. The following December hours are in addition to the client contact. Duty = 15. Admin = 41. Supervision = 8. Training = 17. |  |
| IWE004(d) Number of people being supported by Outreach Service                    |                |          | 62       | 67       | 70       | 71       | 73       | 73       | Information only currently available for active clients. Not for clients who ceased service during December and previous months. Data from CM2000.  |  |

## Safe and Connected

| Description   | Current Target | Sep 2016 | Oct 2016 | Nov 2016 | Dec 2016 | Jan 2017 | Feb 2017 | Mar 2017 | Latest Note |  |
|---|----------------|----------|----------|----------|----------|----------|----------|----------|-------------|--|
|   |                | Value    | Value    | Value    | Value    | Value    | Value    | Value    |             |  |
| LI50 Number of clients on Safe and Connected Packages |                | 2206     | 2219     | 2237     | 2252     | 2267     | 2282     | 2297     |             |  |

## Wheelchair Service

|  |     |      |      |      |      |      |      |      |   |  |
|--|-----|------|------|------|------|------|------|------|---|--|
| IWE007(b) Number of children referred to Wheelchair Service for assessment |     | 3    | 3    | 4    | 5    | 3    | 3    | 3    | Oct: 9 total referrals, 3 new and 6 re referrals<br>Nov: 9 total referrals, 4 new and 5 re-referrals<br><b>Dec: total referral = 13, 5 new referrals and 7 re referrals</b>     |  |
| IWE007(c) Percentage of referrals seen within 13 weeks (Adults)            | 70% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Oct – 5 weeks referral to first clinic appointment<br>Nov – 6 weeks referral to first offer of clinic appointment<br><b>Dec – average 5 weeks referral to first clinic appt</b> |  |
| IWE007(d) Percentage of referrals seen within 13 weeks (Children)          | 70% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Oct – 5 weeks referral to first clinic appointment<br>Nov – 6 weeks referral to first offer of clinic appointment<br><b>Dec – average 5 weeks referral to first clinic appt</b> |  |

## Financial

### Cash flow

|   | 2016/2017          | 2017/2018          | 2018/2019          | 2019/2020          | 2020/2021          |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Projected Income</b>                         |                    |                    |                    |                    |                    |
| Well Being Services income                      | -3,824,578         | -3,921,498         | -4,038,285         | -4,140,752         | -4,245,948         |
| Value of contract - ICES                        | -1,679,646         | -1,696,442         | -1,730,371         | -1,764,979         | -1,800,278         |
| Value of contract - Outreach and APS            | -955,047           | -964,597           | -983,889           | -1,003,567         | -1,023,639         |
| Service Management                              | -328,032           | -331,312           | -337,939           | -344,697           | -351,591           |
| Value of contract - Safe and Connected          | -936,057           | -945,418           | -964,326           | -983,612           | -1,003,285         |
| Wheelchair Service                              | -776,168           | -783,930           | -799,608           | -815,600           | -831,912           |
| Value of Enablement (Provider) contract         | -2,187,275         | -2,209,148         | -2,253,331         | -2,298,397         | -2,344,365         |
| Bridgewood - Contract                           |                    | -2,926,965         | -3,005,993         | -3,087,155         | -3,170,508         |
| Bridgewood - FNC                                |                    | -82,487            | -131,979           | -131,979           | -131,979           |
| <b>TOTAL INCOME</b>                             | <b>-10,686,803</b> | <b>-13,861,797</b> | <b>-14,245,721</b> | <b>-14,570,739</b> | <b>-14,903,506</b> |
| <b>Projected Expenditure</b>                    |                    |                    |                    |                    |                    |
| Employee Costs (Various)                        | 6,295,304          | 6,358,497          | 6,422,082          | 6,486,302          | 6,551,165          |
| Governance and Company costs                    | 12,000             | 12,120             | 12,241             | 12,364             | 12,487             |
| Client Amenities                                | 34,544             | 35,235             | 35,939             | 36,658             | 37,391             |
| Repairs and Maintenance                         | 4,128              | 4,211              | 4,295              | 4,381              | 4,468              |
| Utility costs                                   | 50,063             | 51,064             | 52,085             | 53,127             | 54,189             |
| Rents, rates and accommodation charges          | 157,338            | 160,485            | 163,694            | 166,968            | 170,308            |
| Hiring of venues                                | 13,008             | 13,268             | 13,534             | 13,804             | 14,080             |
| Cleaning and waste                              | 81,295             | 82,921             | 84,580             | 86,271             | 87,997             |
| Insurance                                       | 10,538             | 10,749             | 10,964             | 11,183             | 11,407             |
| Transport                                       | 140,158            | 142,962            | 145,821            | 148,737            | 151,712            |
| Subscriptions and Registration                  | 8,057              | 8,218              | 8,383              | 8,550              | 8,721              |
| Professional fees                               | 9,757              | 9,952              | 10,151             | 10,354             | 10,561             |
| Furniture - equipment                           | 14,340             | 14,627             | 14,919             | 15,218             | 15,522             |
| Equipment purchase                              | 37,578             | 38,330             | 39,096             | 39,878             | 40,676             |
| Fire Equipment                                  | 860                | 877                | 894                | 912                | 930                |
| Client Equipment and Prescriptions              | 949,320            | 968,306            | 987,672            | 1,007,426          | 1,027,574          |
| Catering  | 23,015             | 23,476             | 23,945             | 24,424             | 24,912             |
| Clothing - Personal Protective Equipment        | 9,459              | 9,648              | 9,841              | 10,037             | 10,238             |
| Stationery, Printing and Licencing              | 32,319             | 32,965             | 33,624             | 34,297             | 34,825             |
| Communications                                  | 33,393             | 34,061             | 34,742             | 35,437             | 36,146             |
| Trade waste                                     | 8,985              | 9,164              | 9,348              | 9,535              | 9,725              |
| Photocopying and other Misc                     | 6,935              | 7,074              | 7,215              | 7,360              | 7,507              |
| Wheelchair Service                              | 776,168            | 783,930            | 799,608            | 815,600            | 831,912            |
| Enfield Council SLA (currently uncontrollables) | 1,599,875          | 1,631,873          | 1,664,510          | 1,697,800          | 1,731,756          |
| One off implementation costs                    | 302,607            | 0                  | 0                  | 0                  | 0                  |
| BridgeWood                                      |                    | 2,866,965          | 2,945,993          | 3,027,155          | 3,110,508          |
| <b>TOTAL EXPENDITURE</b>                        | <b>10,611,044</b>  | <b>13,310,976</b>  | <b>13,535,177</b>  | <b>13,763,780</b>  | <b>13,996,721</b>  |
| <b>Surplus/Deficit</b>                          | <b>-75,759</b>     | <b>-550,822</b>    | <b>-710,544</b>    | <b>-806,960</b>    | <b>-906,785</b>    |



## Pricing

### *Independence Services*

|                     |  |
|---------------------|--|
| Outreach            | £14.50 p/h for spot purchased hours. Block purchased by LA           |
| Re-ablement         | £0 up to 6 weeks - eligibility criteria applies.<br>Fully LA funded  |
| Community Equipment | Free of Charge - eligibility criteria applies<br>Fully LA/CCG funded |
| Wheelchair Service  | Free of Charge - eligibility criteria applies<br>Fully CCG funded    |
| Safe and Connected  | £3.50<br>£5.50 } Per week<br>£7.50 }                                 |
| Shared Lives        | Contribution is means tested. Non client contribution funded by LA   |

### *Well Being Services*

|                          |                                   |
|--------------------------|-----------------------------------|
| Formont                  | £98.90 – daily rate               |
| Community Link           | £91.46 – daily rate               |
| New Options              | £94.66 – daily rate               |
| Park Avenue              | All sessions individually charged |
| Rose Taylor              | £53.86 – daily rate               |
| Shopmobility             | Free of Charge                    |
| Inclusive Cycling Scheme | Free of Charge                    |

### *Private hire*

|                        |                                  |
|------------------------|----------------------------------|
| Park Avenue            | £25.00 p/h                       |
| Formont – Sensory room | £25.00 p/h                       |
| New Options            | £27.00 p/h min 2 hours at a time |
| Hydrotherapy Pool      | £35.00 p/h                       |
| Rose Taylor            | £25.00 p/h                       |

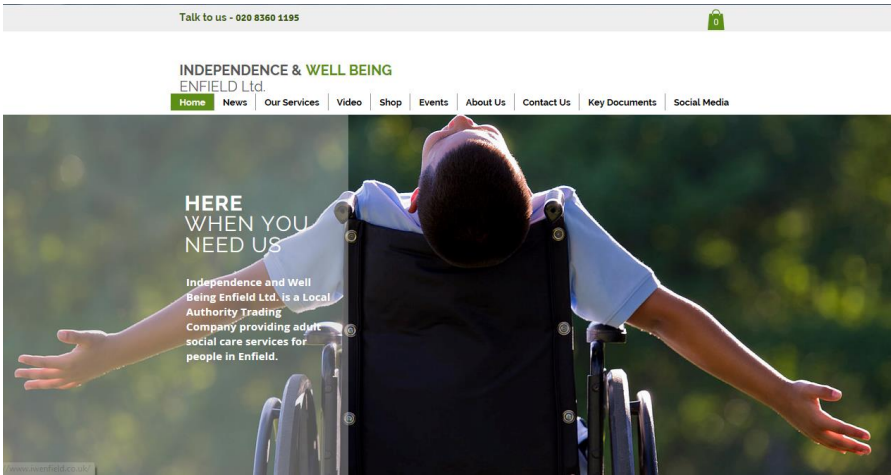
*Nursing and End of Life Care*



|                        |          |   |
|------------------------|----------|---|
|                        |          |   |
| Residential Care       | £705.00  | Per unit per week - Fully funded block contract |
| Nursing Care           | £861.25  | Per unit per week - Fully funded block contract |
| Continuing Health Care | £1036.25 | Per unit per week - Fully funded block contract |

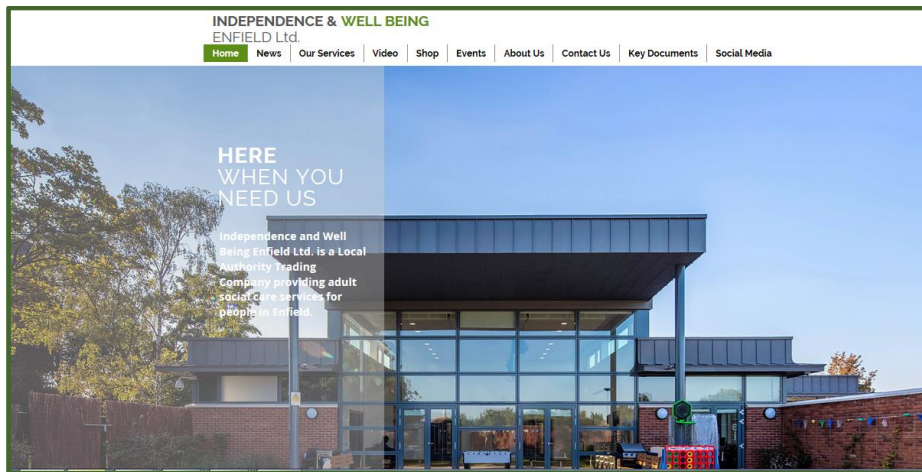
Marketing

Independence and Well Being Enfield has it’s own webpage and active Social Media accounts



## HERE WHEN YOU NEED US

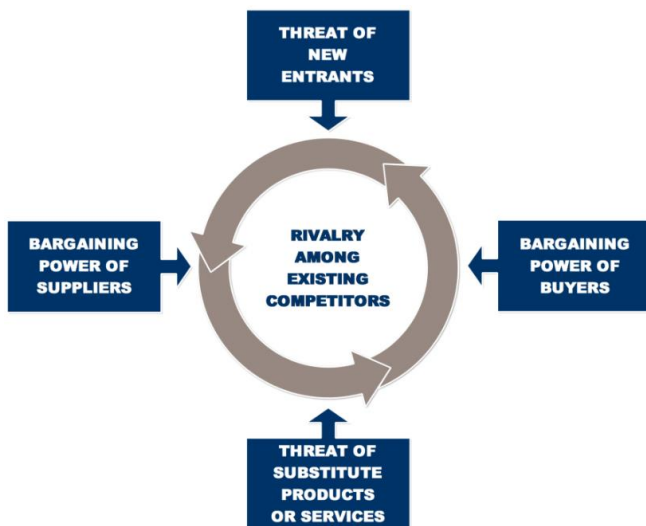
Independence and Well Being Enfield Ltd. is a Local Authority Trading Company providing adult social care services for people in Enfield.





The IWE Marketing Strategy links directly to the Competitive strategy. Analysis of Stakeholders and Market Attractiveness illustrated that we implement a strategy whereby we communicate directly with customers and carers offering the opportunity to co-produce their outcome based service. It is also the case that much of our business comes from the provision of services against large contracts on behalf of Local Authorities and Clinical Commissioning Groups. Given that IWE staffing costs are not that of cost leaders we communicate directly with commissioners differentiating ourselves from competitors with specialist services providing demonstrable 'good' services.

## Market Attractiveness



**Rivalry** differs depending on service. Well Being Services compete directly with other Day Activities and rivalry can be high. Outreach, equipment and Re-ablement, however, occupy specialist areas with reduced rivalry. Integration of Health and Social Services influences public sector rivalry. Private and 3<sup>rd</sup> does not see fierce competition. Opportunities exist for the Entrepreneur with the right resources. We are filling gaps in the market and respond to need.

Fair priced Residential and Nursing care is in high demand and the market has responded to this. BridgeWood is more competitively priced than some rivals however is a block funded arrangement so impact of rivalry is minimal.

### Threat of New Entrants - Medium

Barriers to entry for registered Services are reasonably high owing to registration and legal requirements. Sizeable capital required for start ups in most service areas. Very much the case for large Nursing Care and Reablement Providers.

Smaller profit margins over recent years reduces attractiveness of industry for small organisations. Organisations competing on volume to achieve margins compromise on quality necessitating Provider Concerns intervention. Provider of last resort position is unlikely to be threatened by new entrants. Small organisations unlikely to achieve economies of scale required to create capacity in Enablement.

#### **Threat of Substitutes - Medium**

Personalisation has raised the threat of substitutes however the strategy of the LATC is based on the offers being differentiated from existing offers or non specialist activities. Advances in assistive technology present substitutes for care and support for some, however equipment requires monitoring and services require the capability to respond.. Stand alone alerts meet finite needs only. Ability to enable people to stay at home rather than be admitted to Residential Care may impact Residential beds at Bridgwood. The Strategy to mitigate this however is to convert residential beds to Nursing where demand is high and placement availability is lower.

#### **Buyer Power - High**

Personal Budget customers will determine the survival or otherwise of Well Being Services. Council and NHS partners determine the activities to be delivered as part of Service Level agreements. Opportunities to expand into other authorities and private markets re-enforces buyer power via procurement activities. Bridgwood block purchased by Host Authority who have overall influence on delivery and strategic direction.

#### **Power of Suppliers - Medium**

Referral from multi-disciplinary teams may reduce, enhancing the need for good marketing strategy. Homecare Agencies challenged by DP rates, increased provider concerns, higher risk of poor CQC ratings owing to lack of training and supervision.

Procurement and logistics continue to present some Business Process re-engineering opportunities. Nurses reported to be difficult to recruit which does raise potential power of organisations or individuals supplying Nurses

## Corporate Strategy

|             | Existing Products  | New Products        |
|-------------|--------------------|---------------------|
|             | Market Penetration | Product Development |
| New Markets | Market Development | Diversification     |

IWE has no one generic strategy, moreover deploys different resource and capability to address opportunities in new and existing markets with new and existing offers.

Well Being Services and Safe and Connected will expand their market share by increasing sales of existing services to both known and new customers market share within existing market segments. To date there has been some examples of customers or competitors being re-directed to IWS. Growth will emerge from an intelligent marketing strategy. (Value Chain analysis highlights previous under resourcing in this area). Market penetration, increasing volume has the potential to reduce unit price creating flexibility in differentiated services.

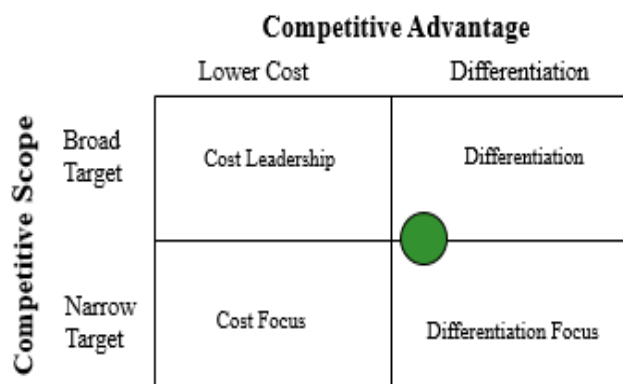
ICES, Safe and Connected, Outreach and Enablement offers will continue to develop new services in existing markets. The assistive technology and Enablement agendas are key in this area. Mainstreaming telecare and telehealth in Enfield will further reduce delayed transfers of care as well as generate care purchasing efficiencies. Given the experience of being a CQC registered provider and a gold standard end of life care provider, opportunities exist to respond to the Nursing Care demand in Enfield as represented by Bridgewood.

Equipment and Well Being services have the capability of expanding into new markets. The service has been approached by another Local Authority regarding delivering their equipment solutions for them and also Enfield Clinical Commissioning Group to operate their Wheelchair service.

At this point it is assumed that the Trading Company will continue to focus on delivering services synonymous with the sector.

## Competitive Strategy

Independence and Well Being  
Enfield has elements of a mixed competitive strategy. In Independence Services, customers are segmented on the basis of specialism and high quality. Staff terms and conditions make a cost leadership strategy difficult to achieve on the grounds that unit prices may be slightly higher than external homecare providers for example. Broad target cost focus exercise is also demonstrated by the development of initiatives such as the Handy Person scheme in a market where the previous local market leader folded when grant allocations reduced.



Well Being Services, whilst also differentiating themselves on the basis of quality and specialism, as in the case of Formont, focus on reducing costs on aspects of the business which do not maintain competitive advantage but also seek to generate revenue from sources supplemental to the core offer. Examples include, sales of greetings cards and snacks, private hire of the Formont Hydrotherapy pool and New Options being rented out evenings and weekends to local community groups.

Nursing and End of Life Care delivered via Bridgewood is Differentiated in terms of the mixture of Residential, Nursing and Continuing Health Care expertise within a 70 bed campus. Responsibility for funded nursing care applications to the CCG (FNC) will sit with IWE and it is anticipated that this, together with the 2% operating margin will generate an annual full year effect income to IWE of around £196,000 per annum once the home is fully operational. As LBE Provider of last resort being able to run Bridgewood offers a solution and added value to the commissioning authority.

This mixed approach to competitive strategy facilitates the fluid movement of resources between parts of the estate as activities and priorities within the company change. Economy of scale allows for new contracts to be delivered within the existing infrastructure presenting opportunity for competitive pricing structures as the business matures.





| Risk   | Like-<br>lihood   | Impact  | Risk<br>Score  | Existing Controls   | Action to Improve<br>Controls  | Like-<br>lihood   | Impact  | Risk<br>Score           | Action<br>Owner                    | Target<br>Date                                      |
|--|---|---|--|---|--|---|---|-------------------------|------------------------------------|---|
| Identify and list the relevant risks for each objective and the potential impact / consequence of each | 1=Remote<br>2=unlikely<br>3=possible<br>4=probable<br>5=highly probable | 1=Insignificant,<br>2=minor,<br>3=moderate<br>4=major, 5=cat-<br>astrophic,<br>systemic failure | Like-<br>lihood x<br>Impact<br>(Red<br>Amber<br>Green) | What existing processes / mitigations are in place to manage the risk? Actual Controls.   | What further action (if deemed necessary) is planned to treat the risk to "Green" status?  | 1=Remote<br>2=unlikely<br>3=possible<br>4=probable<br>5=highly probable | 1=Insignificant,<br>2=minor,<br>3=moderate<br>4=major, 5=cat-<br>astrophic,<br>systemic failure | Like-lihood<br>x Impact | Who is responsible for the action? | What is the target completion date for this action? |
| <b>Strategic Risk</b>  |   |   |  |   |  |   |   |                         |                                    |   |
| Failure to launch summer 2016  |   |   |  |   | Recruitment of Project Team - 1 x LATC Development Manger 2 x Project leads  |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Gant chart - weekly Project meetings - monthly Shadow Board   |  | 2   | 3   | 6                       | MG                                 |   |
| Full consultation not completed  |   |   |  |   | Allocation of 1 x project lead to comms and Consultation   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | MG attended Team Meetings - Consultation events and launch in planning  |  | 2   | 4   | 8                       | MG/MB                              |   |
| Impact of Consultation raises significant barriers to Summer 2016 launch                               |   |   |  |   | Face to face events - Consultation Mail box - Newsletter - continued visitation of teams   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Stakeholder Management plan developed. Earlier discussions with teams has prepared many for change  |  | 2   | 4   | 8                       | MG/MB                              |   |
| Communication plan unfit for Stakeholder Management  |   |   |  |   | Stakeholder and Communication Management overseen by MBA   |   |   |                         |                                    |   |
|  | 2   | 4   | 8  | Allocation of 1 x project lead to comms and Consultation  |  | 1   | 4   | 4                       | MG/MB                              |   |
| IWE is not sufficiently geared up to be able to manage Bridgewood at point of go live                  |   |   |  |   | Full mobilisation plan, highly skilled steering group. Significant support from LBE teams.   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Business plan developed. Due diligence process with Exec. Board. Considerable experience of managing and  |  | 2   | 4   | 8                       | MG/LMD/BN                          | Bridgewood  |
| <b>People Risk</b>   |   |   |  |   |  |   |   |                         |                                    |   |
| Large numbers of staff decide they do not wish to be part of Trading Company                           |   |   |  |   | Positive message of LATC development to continue to be shared by Senior Managers   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Staff from most teams have been engaged with change management over a long lead in  |  | 2   | 4   | 8                       | LMD/MG/BN                          |   |
| Relocation of some teams disrputs service delivery   |   |   |  |   | Individual delivery plans to be developed for each workstream  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Transparent communication with staff where re-location is a possibility   |  | 2   | 3   | 6                       | MG                                 |   |
| Failure to recruit appropriate Non- Executive Directors  |   |   |  |   | Same process as with Housing Gateway to be followed  |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Allocation of 1 x project lead to NED recruitment   |  | 2   | 3   | 6                       | MB                                 |   |
| Relocation of some teams has an impact on safety of practice   |   |   |  |   | Risk Assessments and Business continuity Assessments to be updated   |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Premises Compliance complete - Managers Self Audits complete - Senior Manager Tours complete  |  | 2   | 3   | 6                       | Operational Managers<br>MG/LMD     |   |
| Care Staff insufficiently trained or prepared to deliver quality service in Bridgewood                 |   |   |  |   | All staff new or those transferred from LBE will undertake full training programme ahead of reprovision 'go live'  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Training logs have been kept and all staff are currently up to date with all mandatory training. CQC rating 'Good'  |  | 2   | 4   | 8                       |                                    | Bridgewood  |
| Less staff than anticipated transfer to Bridgewood from CWL and BH                                     |   |   |  |   | 1-1 with Service managers to clarify position.   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | List has been maintained of those planning to transfer. Recruitment of Consultant to progress recruitment to nursing and clinical posts   |  | 2   | 4   | 8                       |                                    | Bridgewood  |
| Inability to recruit qualified staff   |   |   |  |   | Engage with Recruitment organsiations as required  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Recruitment of Consultant to progress recruitment to nursing and clinical posts   |  | 2   | 4   | 8                       |                                    | Bridgewood  |
| <b>Operational Risk</b>  |   |   |  |   |  |   |   |                         |                                    |   |
| IT Infrastructure not in place for launch  |   |   |  |   | Early engagement with services, for example EWS allows time for troubleshooting and problem solving  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Much of the IT infrastructure will remain the same however some services require updates  |  | 2   | 4   | 8                       | MG/GD                              |   |
| Marketing Material not in place for launch   |   |   |  |   | Marketing plan to be develop   |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Included in the high level timeline   |  | 3   | 3   | 9                       | MB                                 |   |
| Fit out stage fails to prepare Bridgewood sufficiently to accept admissions                            |   |   |  |   | development of team to plan fit out  |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Budget in place for fit out costs. List of equipment fixtures and fittings developed.   |  | 1   | 3   | 3                       | JG                                 | Bridgewood  |
| Insufficient training provided to enable IWE to operate the bridgewood building                        |   |   |  |   | Recruitment of caretaker as part of implementation. Technicians from other IWE sites to be invited to training.  |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | Contractor planning 2+ training days to introduce Property Services to Building controls  |  | 2   | 3   | 6                       | BS/MG                              | Bridgewood  |
| All appropriate policies and procedures to deliver Nursing Care, not in place                          |   |   |  |   | List of all required policies and procedures developed. These are now being drafted and will be approved as per IWE Governance agreement. Engagement with Local Pharmacies as part of Implementation |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Current residential and IWE provisions have policies and procedures in place  |  | 2   | 4   | 8                       | MG/MM                              | Bridgewood  |
| <b>Financial Risk</b>  |   |   |  |   |  |   |   |                         |                                    |   |
| Costs associated with implementation unavailable   |   |   |  |   | Spend tracker to be developed with Finance/LATC Development Manager  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Implementation costs built into cash flow/ P&L  |  | 2   | 4   | 8                       | MG                                 |   |
| Ability to Trade not in place for launch   |   |   |  |   | Appointment of LATC Development Manager  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Shadow Trading informing Activity   |  | 2   | 4   | 8                       | MG                                 |   |
| Budgets not transferred to LATC  |   |   |  |   | Finance HOS included on Shadow Board   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | CMB approved LATC Development   |  | 2   | 4   | 8                       | OA/MG                              |   |
| LATC exposed to unacceptable level of 'Buy Back'   |   |   |  |   | LATC Steering Group to include IB and BN   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | CMB approved LATC Development   |  | 2   | 3   | 6                       | LMD                                |   |
| Open Pension Scheme not approved by Pensions Board   |   |   |  |   | MG attended meeting with Pensions Board Members to clarify business and risk   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Actuaries report received   |  | 3   | 4   | 12                      | MB/JB                              |   |
| Finanncial processes not in place for launch   |   |   |  |   | Finance HOS included on Shadow Board   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | All processes being mapped  |  | 2   | 4   | 8                       | TBC                                |   |
| BridgeWood pricing model does not cover costs  |   |   |  |   | Due Diligence carried out by LBE and IWE Executive Board to ensure the service can be delivered within the proposed financial envelope. Revised formula for inflation to be added.                   |   |   |                         |                                    |   |
|  | 2   | 4   | 8  | Costs based on known provision of Residential Care plus market analysis of Nurse and Clinical lead costs. Indicative Overhead provided by FRCS - recharged as with wider IWE SLA. |  | 1   | 4   | 4                       | IWE Executive Board -<br>OA/MG     | Bridgewood  |
| <b>Regulatory Risk</b>   |   |   |  |   |  |   |   |                         |                                    |   |
| Preferred LATC name already registered with Companies House  |   |   |  |   | With Browne and Jacobson to establish  |   |   |                         |                                    |   |
|  | 1   | 3   | 3  | MG has already checked availability of this and Domain name   |  | 1   | 3   | 3                       | JMA                                |   |
| Teckal Plan fails to protect Council and LATC  |   |   |  |   | LATC Development Manager in recruitment  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Clarity around implication of Teckal exemption  |  | 2   | 4   | 8                       | MG/LATC DM                         |   |
| Transfer of Registered Services to LATC cannot happen  |   |   |  |   | LMD remains Responsible Person   |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Registered Managers trasfer with Services   |  | 2   | 4   | 8                       | LMD                                |   |
| Extension of Company Registration to include Nursing Care is not granted by CQC.                       |   |   |  |   | Meeting with CQC planned for 23/01/2017. Plan to recruit Clinical consultant to aid with set up. Recruitment of Clinical lead and Registered Manager to be included in this workstream               |   |   |                         |                                    |   |
|  | 3   | 4   |  | Regular contact with CQC - proporiters visits on Residential Services - CQC 'Good' rating   |  | 2   | 4   |                         | MG/CM/SB                           | Bridgewood  |
| Articles of Association not fit for purpose  |   |   |  |   | Shadow Board Members will scrutinise   |   |   |                         |                                    |   |
|  | 3   | 3   | 9  | To be commissioned from Legal   |  | 2   | 3   | 6                       | Board                              |   |
| Contract between Council and LATC not in place   |   |   |  |   | Appointment of LATC Development Manager  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | BN part of LATC Steering Group  |  | 2   | 4   | 8                       | LMD/BN                             |   |
| Duties not appropriately discharged to the LATC  |   |   |  |   | Support from Legal rep on Board  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Details to be included in LBE/LATC contract   |  | 2   | 4   | 8                       | JMA                                |   |
| Insufficient Insurance in place for new ventures   |   |   |  |   | Include Insurance requirements for Bridgewood Operation in new IWE Insurance schedule  |   |   |                         |                                    |   |
|  | 3   | 4   | 12   | Arrangements in place for exisiting portfolio however Nursing care not included   |  | 2   | 4   | 8                       | MG/MM/VU                           | Bridgewood  |

END OF REPORT