



improving lives, building independence

Tricuro Executive Shareholder Group held at Beech House, Poole on  
3 October 2017

**PRESENT** - Karen Rampton (Chairman), Ray Bryan, Steve Butler, Tony Ferrari, Mike Greene, Nicola Greene, May Haines, Jill Haynes, Ros Kayes and Jane Kelly.

**OFFICERS PRESENT:**

Helen Coombes (Adults and Community Services Director, Dorset County Council)  
Phil Hornsby (Service Unit Head - Borough of Poole)  
Alison Waller (Managing Director - Tricuro)  
Phil Rook (Finance Director - Tricuro)  
Sue Ladbrook (HR Director - Tricuro)  
Jane Pike (Non-Executive Director - Tricuro)

The meeting started at 1.30 pm and finished at 2.40 pm

**1. APOLOGIES AND MEMBERSHIP OF THE GROUP**

The Group was advised that apologies were received from Blair Crawford (Bournemouth Borough Council), David Walsh (Dorset County Council) and Mohan Iyengar (Borough of Poole). The Group was advised that Jane Kelly (Bournemouth Borough Council) attended as a reserve Member for Blair Crawford, Ray Bryan (Dorset County Council) attended as reserve Member for David Walsh and May Haines (Borough of Poole) attended as reserve Member for Mohan Iyengar.

**2. CODE OF CONDUCT**

There were no declarations of interest made at this meeting.

**3. MINUTES**

The Managing Director in response to questions explained the current position in respect of staffing levels and the occupancy levels at Coastal Lodge. She confirmed that the company was only employing staff that were required for the existing residents.

## **DECISION MADE:**

That the minutes of the Executive Shareholder Group meeting held on 27 June 2017 were confirmed subject to the following amendment:

Page 5 second paragraph 'fees and charges' to read 'fees and charges'

## **4. MANAGING DIRECTOR UPDATE**

The Managing Director reported on the continuing financial challenges and the activity across the Company to ensure the services were as efficient as they can be and continue to provide high quality care. The Group was informed that the improvement plans included refining and refocussing reablement services. The Managing Director reported on the improvements in occupancy rates across the care homes which had improved considerably and was now averaging 96-97%. The Group was informed that significant work continued to transform the day service offer to include the community and the voluntary sector to address the growing issue of isolation and help people to improve their independence and well-being whilst reducing dependency on services.

The HR Director advised the Group of the Tribunal hearing held on 20 September 2017 and confirmed that the dates for the Tribunal in December remain. She reported on the development of the documents and the written submissions explaining that a judgement was expected in January. The Group was informed that full details on individual cases had not yet been received. The HR Director reported on the different claims and that the starting point was in respect of the set-up of Tricuro, the business case and claims of indirect discrimination. A discussion then took place regarding the case, members of the Tricuro responded to questions from members. The Chairman referred to paragraph 2.1 of the report which referred to access to staff and Councillors. The Managing Director advised that the Company has requested, through the Local Authorities' Legal Teams, access to relevant documents, emails, staff and Councillors to assist the Company in its case preparation. The Group was advised that when all documents had been prepared it may be necessary to arrange an adhoc meeting of the Group.

The Managing Director reported on contract funding and the financial position with Dorset County Council and commissioners in Bournemouth and Poole. She explained that discussions had only commenced recently. In acknowledging the financial position of the shareholders, she highlighted the need to consider the Company's long-term sustainability.

The Managing Director reported on the You Matter Survey which the Company had committed to in its first year. She explained that overall the response rates were less than they had hoped however they were slightly better than last years and the Company had improved its position overall.

The Managing Director reported on the outcome of the tendering process for Figbury Lodge she explained the resource implications, how the Company would bid for such services and arrangements for the future. She highlighted the need to be realistic about the resources available to the Company to undertake such work acknowledging that there were lessons to be learnt. A Member indicating that the Company needed to be competitive asked about the financial benefit of the contract. The Group was advised that the bids had been evaluated on the basis of quality and cost. The Group discussed the Company's position in the market, its commerciality and the role of the Board.

The Managing Director reported on the potential for significant transformation plans, the need for discussion on how in next year and future years to mitigate costs, the impact of terms and conditions and the need to modernise, transform and respond to the needs of the shareholders. The Group commented on external income and growth opportunities. The Finance Director reported that the forecast income had exceeded target levels in the budget.

The Managing Director outlined the networking opportunities and the sharing of experiences. She reported on the Annual General Meeting which had been a positive event and the communication with every staff team on the progress the Company has made.

The Group was advised of the outcome of an inspection by the CQC on Sidney Gale House which had been rated as inadequate. She explained that the Company was looking at the quality assurance process and its application across all services. A Member, the local Councillor for the area, indicated that she would liaise with the Managing Director on this issue. In response to a question the Managing Director reported that safeguarding issues had been reported but there had been a failure to follow up on internal investigations when no further actions were issued by the local Safeguarding Team. The Director, Dorset County Council explained that most care homes were struggling with reporting arrangements. The Director, Dorset County Council indicated that the facility was a good offer but there was a bigger piece of work on registered managers' responsibilities. A Member asked for assurances on how the Company was responding. The Non-Executive Director commented on the proposal for an external resource to go through the process, documents and report back to the Board and the Group. The Managing Director reported that the current manager was due to retire at the end of October and a new Manager had been in post for four weeks during time which improvements had already been made. She also confirmed that there was no issue in recruiting as new staff were currently being recruited.

#### **DECISION MADE:**

That as requested the Group commented on the progress made and key issues currently faced by Tricuro as detailed above.

## 5. FINANCE AND PERFORMANCE UPDATE

The Group considered a report from the Finance Director which set out the forecast outturn and performance for the Company for 2017/18 based on August data.

The Group was advised that Tricuro's current forecast predicts a small underspend of £266k. The Finance Director reported that despite the current financial situation and challenges, Tricuro was maintaining the high quality of the services which the Company provides. The Finance Director reported that the forecast had slightly reduced due to some initial planning on the take up of staff in the Pension Scheme, due to Tricuro's staging date for auto enrolment of 1 October 2017. The Group was advised of the arrangements for managing vacancies and the use of agency staff which was reducing.

The Finance Director reported on the CQC inspection on Shared Lives which achieved a strong Good with an outstanding KLOE (Key line of Enquiry) in "is this service caring. The Group was advised that this was Tricuro's first outstanding KLOE and highlights emphasise placed on quality within the Company's services.

The Group was informed that there were a number of issues to be worked through as part of developing the MTFP and budget strategy for 2018/19. There was a need to discuss the issues with each of the three Councils, in view of the financial challenges they face and the impact on the nature of the services provided by Tricuro. The Finance Director explained that one of the significant emerging issues and risk for the 2018/19 Budget was the relaxation of the 1% pay cap. A Member referred to the minimum wage which the Finance Director indicated had been factored into the budget.

A Member also asked about income generation and what was being built into next year's budget. The Finance Director reported that the Company was doing better on income targets which would be built into the base budget to mitigate some of the pressures the company face in 2018/19.

A Member referred to reablement outcomes and further work that was needed on calculations. The Director, Dorset County Council emphasised the need to apply the criteria in determining clients that require the reablement service as this can affect the Better Care Fund targets. She explained that the services should not see anyone who was not a reablement client after 6 weeks. The Managing Director reported on the need to ensure that clients were on the right care pathway. She highlighted the work being undertaken with Dorset on this issue.

The Managing Director commented on a couple of issues relating to inspections and ensuring that services and facilities were inspection ready. She also referred to the occupancy rates at Sydney Gale House which were due to some rooms being outside of fire doors.

**DECISION MADE:**

1. That the 2017/18 forecast position as at the end of August be noted
2. That the current performance be noted taking account of the above comments.

**6. DATES FOR NEXT MEETING OF THE GROUP**

**DECISION MADE:**

1. That the following dates for 2018 be agreed:  
13 March  
26 June  
2 October
2. That Members be consulted on dates for further meetings of the Group prior to the end of 2017.