



improving lives, building independence

Tricuro Executive Shareholder Group held at Beech House, Poole on
22 March 2018

PRESENT - Karen Rampton (Chairman), Ray Bryan, Steve Butler, Blair Crawford, Mike Greene, Nicola Greene, David Harris, Jill Haynes and Mohan Iyengar.

OFFICERS PRESENT:

Helen Coombes (Transformation Lead, Dorset County Council)
Jane Portman (Managing Director, Bournemouth Borough Council)
Jan Thurgood (Strategic Director - Borough of Poole)
Alison Waller (Managing Director - Tricuro)
Phil Rook (Finance Director - Tricuro)
Alan Bulloch (Non-Executive Director - Tricuro)

The meeting started at 2.00 pm and finished at 2.50 pm

1. APOLOGIES AND MEMBERSHIP OF THE GROUP

The Group was informed that Councillor David Harris had replaced Ros Kayes as a permanent Member of the Group.

Members were advised that apologies were received from David Walsh and Tony Ferrari (Dorset County Council). The Group was advised that Ray Bryan (Dorset County Council) attended as a reserve Member for David Walsh. Arrangements had been made for Mary Penfold to attend as a reserve Member for Tony Ferrari but due to a bereavement had been unable to attend.

2. CODE OF CONDUCT

There were no declarations of interest made at this meeting.

3. MINUTES

DECISION MADE:

That the minutes of the Executive Shareholder Group meeting held on 27 November 2017 were confirmed.

4. MANAGING DIRECTOR UPDATE

The Managing Director (Tricuro) reported that Tricuro continues to focus on the achievement of greater efficiency and modernisation of its services, recognising the cultural change that continues to be addressed to ensure delivery of significant change.

The Managing Director informed Members on the current progress in preparation for the forthcoming tribunal. She reported that there was a telephone hearing on 6 April and explained that at this stage the process included the potential exchange of information. The Managing Director explained that it would be early June when bundles were finalised and agreed. Members asked specific questions on the process and these were answered by the Managing Director.

The Managing Director reported that good progress was being made on savings and transformation plans. She explained that there was some slippage on the programme as further detail and plans are awaited from commissioners to inform the next stages of some of the savings programme. The Group was informed that savings were being achieved through a restructure at Head Office as part of the budget strategy. The Managing Director reported that whilst it was important to retain capacity to ensure that the savings can be achieved in 2018/19 it was recognised that consolidation of services would impact on the overall management structure.

Following the inspection outcome of Inadequate at Sidney Gale House, Bridport, the Managing Director reported that Tricuro had employed the skills of an external quality consultant to assist with the work at Sidney Gale House in undertaking a pre-inspection check of the key lines of enquiry (KLOE's). The Managing Director reported on the stability with the new manager in post. Members were informed that the initial feedback from the audit had provided a platform which could be transferred to other registered services. The Managing Director reported that it was anticipated that the CQC would return to undertake a follow up inspection in late March/early April.

The Managing Director outlined the referral pathways into Coastal Lodge. Members were advised of the proposals to expand the pathways to reflect more orthopaedic and elderly care and that work was progressing to develop an integrated model of care with additional Health input. The Group was updated on the upskilling and training provided to Tricuro staff and the negotiations for 10 health beds at Coastal Lodge working with Bournemouth Commissioners.

The Managing Director reported that during the recent adverse weather conditions, despite the significant challenges, no clients were left without care. The Group was advised that stories were still being collated where staff went the extra mile to cover not only Tricuro clients but other clients where other providers were unable to provide essential care. The Transition Lead, Dorset County Council commented on the exceptional work/support from Tricuro.

The Group was advised that Tricuro had recently launched an internal training and development programme for managers across all services. The Managing Director reported that the training included a focus on business roles, income generation and sustainability. She explained that an internal job evaluation group had been established in partnership with the unions. Members were informed of the requirements for the Company of the gender pay gap reporting acknowledging that this was not an equal pay measure. The Group was informed of a recent event attended by the Managing Director hosted by Browne Jacobson and Grant Thornton to discuss the workforce, finances and modernisation of services for LATC's. Members were informed that the discussions would feed into a publication from Grant Thornton which would outline new thinking and challenges facing trading companies. The Managing Director reported that Tricuro would be compliant with the new General Data Protection Regulations which come into force on 25 May 2018. In the last 18 months the company has introduced different types of technology and electronic care systems which provide enhanced care and support to clients; this will be showcased to Shareholders in the near future.

A Member felt that this update report was in her opinion the best that had been submitted. The Managing Director in response to a question, explained funding opportunities which had been raised as an issue at the Grant Thornton event. The Chairman highlighted the opportunities to engage with Bournemouth University to assist with technology developments.

The Managing Director, Bournemouth Borough Council referred to the developments at Coastal Lodge. The Group was advised of the work being undertaken in addressing care needs and pathways for an integrated model for delivery including looking at staffing structures due to the design of the building.

The Group discussed the impact of the bad weather on care needs for individuals and in particular any evidence base for the potential number of deaths following this period. The Managing Director reported that there were pressures and increased referrals two weeks after. The Transition Lead highlighted the pressures services were facing but stressed that there was no evidence indicating the need to look at those people coming out of hospital and then suddenly becoming ill. She explained the action taken by providers in discharging people from hospital and the impact nationally and locally for social care.

The Strategic Director, Borough of Poole commented on the disaggregation workstream as part of the LGR proposals and thanked Tricuro for the work undertaken. It was noted that Tricuro were looking at where residents in Christchurch were receiving care.

The Group wished to add their congratulations to staff for all the work they had undertaken during the recent bad weather.

DECISION MADE:

That having considered and commented on a number of key areas of development and challenge for the Company as detailed above the report be noted.

5. FINANCE AND PERFORMANCE AND BUDGET 2018/19 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 January data. The Finance Director stated that the report had been discussed and signed off by the Chief Financial Officers in Bournemouth, Poole and Dorset Councils specifically the on the budget for 2018/19.

The Finance Director reported that current forecast predicts a small underspend of £536k. He explained that income continued to grow steadily and commented on headcount indicating that FTEs had remained relatively steady in 2017/18 but headcount did drop slightly at the end of January 2018. Member were informed that the sickness rate had grown. The Finance Director reported that Managers were continuing to focus on reducing sickness absence by ensuring that attendance management processes were strictly adhered to including timely referrals to occupational health. Members were reminded that the target for FTEs was 8 days lost. Members were informed that HR Director was looking at the detail of this issue and she would report to the next meeting.

The Finance Director reported on the timing for the closure of the 2017/18 accounts and the external audit.

The Finance Director highlighted that the pressures on the company, which increased significantly since the national pay offer was announced on 5 December 2017. This is a proposed two-year increase of a minimum 2% in each year and introduces a new national pay spine on 1 April 2019. He outlined the significant impact on Tricuro due to the number of employees on lower pay grades and results in an average pay increase of 4.43% across the company and 55% of staff receiving a pay increase of over 5%. The level of this offer could not be anticipated and placed a further £635k pay pressure on the anticipated 1% pay increase for 2018/19.

The Finance Director reported on his discussions with the Chief Financial Officers, in relation to the national agreed pay award and highlighted that for Dorset County Council this would be subject to Cabinet approval. He also referred the increase in external income generation and how this effected on the anticipated funding gap in 2018/19.

A Member raised a question on the use of the underspend and any potential to reduce the demand on shareholders. The Finance Director explained that the forecast underspend was one-off and the budget pressures in 2018/19 were on-going. The one-off surplus would only be known once the 2017/18 financial statements were complete and it was therefore prudent that this could not be used to mitigate future funding pressures at this point.

A Member commented on the differences in downtime for reablement. The Managing Director reported on the different model of contract in Bournemouth and the level of long term packages. It was suggested that in future the report include the quantum used in demonstrating the performance levels.

DECISION MADE:

1. That the 2017/18 forecast position as at the end of January be noted.
2. That the current performance be noted taking account of the above comments.
3. That the Group have considered and understand the service issues and risks associated with the saving measures and financial assumptions in the report.
4. That the proposed 2018/19 budget for Tricuro be approved.
5. That the recommendation that the additional costs to meet the proposed 2018 pay award of £464k (DCC £362.3K, BBC £81.8k and BoP £19.9k) and one off costs for DCC £422.6k be noted subject to the necessary approvals.

6. DATES FOR FUTURE MEETINGS OF THE GROUP

The Group discussed the need for an additional meeting the week commencing 9 April 2018. Members acknowledged the potential to waive the normal notice period.

In addition, it was highlighted that the scheduled Group meeting in June 2018 would need to be rearranged due to the clash with the tribunal.