



Shareholder Committee for Care Dorset Holdings Ltd

Date: Tuesday, 5 December 2023
Time: 2.30 pm
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Cllrs Laura Beddow, Spencer Flower, Byron Quayle, Jane Somper and Gary Suttle

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact chris.harrod@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item		Pages
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	MINUTES	5 - 8
	To confirm the minutes of the previous meeting.	
3.	DECLARATIONS OF INTEREST	
	To disclose any pecuniary, other registrable or non-registrable interest as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	
	If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	

4. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit either 1 question or 1 statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting.

The first 8 questions and the first 8 statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below. Further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk by 8.30am on Thursday 30 November 2023

When submitting your question or statement please note that:

- You can submit 1 question or 1 statement.
- a question may include a short pre-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- all questions, statements and responses will be published in full within the minutes of the meeting.

5. COUNCILLOR QUESTIONS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk 8.30am on Thursday 30 November 2023.

[Dorset Council Constitution](#) – Procedure Rule 13

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|------------|--|---------|
| 6. | FORWARD PLAN | 9 - 14 |
| | To consider the draft Forward Plan. | |
| 7. | DORSET COUNCIL ORGANISATIONAL UPDATE | 15 - 20 |
| | To consider the report. | |
| 8. | CARE DORSET UPDATE | 21 - 26 |
| | To consider the report. | |
| 9. | REPORT TO CABINET ON PERFORMANCE OF THE TRADING ACTIVITIES OF THE COMPANY | 27 - 36 |
| | To consider the report. | |
| 10. | URGENT ITEMS | |
| | To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) (b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes. | |
| 11. | EXEMPT BUSINESS | |
| | To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within meaning of paragraph(s) x of Part 1 of schedule 12 A to the Local Government Act 1972 (as amended) | |
| | The public and the press will be asked to leave the meeting whilst the item of business is considered. | |

There is no exempt business scheduled for this meeting.

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SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON THURSDAY 29 JUNE 2023

Present: Cllrs Laura Beddow, Spencer Flower and Jane Somper

Apologies: Cllrs Byron Quayle and Gary Suttle

Officers present (for all or part of the meeting):

Chris Best (HR Director - Care Dorset), Vivienne Broadhurst (Executive Director - People Adults), Aidan Dunn (Executive Director - Corporate Development S151), Grace Evans (Head of Legal Services and Deputy Monitoring Officer), Chris Harrod (Senior Democratic Services Officer), Joshua Kennedy (Apprentice Democratic Services Officer), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Jonathan Price (Interim Corporate Director for Commissioning), Caroline Tapster (Chair of the Board - Care Dorset) and Steve Veevers (Managing Director - Care Dorset)

1. Appointment of Chair and Vice-Chair

Following the recent reshuffle of the Cabinet, the Leader of the Council advised that, in line with the terms of reference, he had appointed himself and Cllr Laura Beddow to be Chair and Vice-Chair of the Shareholder Committee respectively.

2. Minutes

The minutes of the previous meeting were confirmed and signed as a correct record.

3. Declarations of Interest

There were no declarations of interest.

4. Public Participation

No requests to participate had been received.

5. Councillor Questions

No councillor questions had been received.

6. Terms of Reference

The terms of reference were noted.

7. **Dorset Council Operational Update**

The Interim Corporate Director for Commissioning introduced the report which set out the operational update on behalf of Dorset Council, which covered activity since April 2023.

In the absence of questions from committee members, the Chairman thanked officers for the report and stated that he was pleased to see that good progress was being made in embedding Care Dorset into the organisation.

Noted

8. **Appointment of Chairman of the Board of Directors**

The Managing Director for Care Dorset introduced the report which set out the request to appoint the Chairman of the Board of Directors following the recruitment process as set out.

Members were pleased to note the robustness of the recruitment process that had assessed suitability of Ms Tapster for the role of Chairman of the Board and felt that her vast experience within the sector would be of great value to the company.

DECISION

- (i) the appointment of Caroline Tapster as Chair of the Board of Directors for Care Dorset on an initial two-year term be approved.
- (ii) Authority be delegated by the Shareholder Committee to allow the option to extend this appointment to the full permitted two terms, via a motion and decision by the Care Dorset Remuneration and Appointments Committee and update to the Shareholder Committee on the extension.

9. **Change to Care Dorset Financial Year**

The Managing Director for Care Dorset introduced the report which set out the request to amend the Financial Year for Care Dorset Holdings Ltd.

The Executive Director for Corporate Resources and S151 Officer highlighted that he was supportive of the request in principle, however he did have concerns in relation to the mechanics of how this would be achieved and that if approved, he would like to discuss this further and agree a plan for delivery. The Managing Director for Care Dorset recognised the concerns raised and agreed that he would work with the Council's finance team to ensure that this request and subsequent change to process would not place an unnecessary burden upon the resourcing within the Council's finance team.

DECISION

- (i) That the Care Dorset financial year end be moved to 30 September 2023.

(ii) That the Shareholder notes that Care Dorset will file dormant accounts for the period up to 30 September 2022 with Companies House.

10. Care Dorset Update

The Managing Director for Care Dorset gave a Powerpoint presentation which provided Members with an update of the progress made since the launch of Care Dorset in October 2022, together with outcomes, targets and future ambitions surrounding delivery.

Members were pleased to note the progress made in the nine months since the launch of Care Dorset and commended the organisation for all that it had done so far to ensure the delivery of these important services to its users, in particular noting that there had been many positive outcomes.

The Chairman echoed such comments and thanked the Managing Director for his comprehensive presentation.

Noted

11. Forward Plan

The Forward Plan was noted.

12. Urgent Items

There were no urgent items

13. Exempt Business

It was proposed by Cllr S Flower and seconded by Cllr L Beddow:

DECISION

That the press and the public be excluded for the following 2 items in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

14. Care Dorset Update

The Managing Director for Care Dorset provided Members with an in-depth operational update from the perspective of Care Dorset Holdings Ltd.

Points raised by Members following presentation of the report included:

- Priority given to Dorset residents
- Robustness of risk structure

Noted

15. **Remuneration Strategy**

The Human Resources Director for Care Dorset introduced the report which set out the proposed strategy for staff remuneration.

The Head of Legal Services, highlighted that future material changes to employee terms and conditions would either be included as part of the business planning process which would be brought to the Shareholder Committee for approval and that any proposed material changes to employee terms and conditions that arose outside of the business planning process, would need to be brought forward to the Shareholder Committee for prior approval, as would any exception reporting.

DECISION

That the Strategy be approved with a review period of three years.

Duration of meeting: 10.00 - 11.08 am

Chairman

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Shareholder Committee for Care Dorset Holdings Ltd Forward Plan For the period 1 MARCH 2024 to 10 JULY 2024 (Publication date - TBC)

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for the Dorset Centre of Excellence. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in Dorset Council's Constitution as decisions which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - £500k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "*significant*" for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Committee Membership 2023/24

Spencer Flower	Leader / Governance, Performance and Communications
Gary Suttle	Deputy Leader / Finance, Commercial and Capital Strategy
Jane Somper	Adult Social Care, Health and Housing
Laura Beddow	Culture and Communities
Byron Quayle	Children, Education, Skills and Early Help

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Standing Items for Consideration				
February				
Dorset Council Delegated Decisions Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Feb 2024	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning</i> <i>jonathan.price@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Feb 2024	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning</i> <i>jonathan.price@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Feb 2024	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Executive Director, People - Adults</i>
Care Dorset 5 Year Strategy Key Decision - Yes Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Feb 2024	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Executive Director, People - Adults</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
July				
Review of the Committee's Terms of Reference Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date Exact date TBC	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jonathan Mair, Director of Legal and Democratic and Monitoring Officer jonathan.mair@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Dorset Council Delegated Decisions Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date Exact date TBC	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date Exact date TBC	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date Exact date TBC	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Executive Director, People - Adults</i>
Annual Reports				

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Annual Performance Update for Council Key Decision - No Public Access -	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Executive Director, People - Adults</i>

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Care Dorset Shareholder Committee

5 December 2023

Dorset Council Commissioner Update

For Review and Consultation

Portfolio Holder: Cllr J Somper, Adult Social Care, Health and Housing

Executive Director: V Broadhurst, Executive Director of People - Adults

Report Author: Jonathan Price
Job Title: Corporate Director, Adult Social Care Commissioning
Tel: 01305 224256
Email: Jonathan.price@dorsetcouncil.gov.uk

Brief Summary:

Having now passed its first anniversary of operation, Care Dorset is strengthening its position as a significant part of the Council's portfolio of commissioned services. It has also begun to transform some key parts of the social care offer for the residents of Dorset. This update summarises some of the recent progress in delivering the priorities for Care Dorset's transformation. There are no significant issues of concern raised in the report.

Recommendation:

1. For Committee to note the continued progress made in development of the relationship between Commissioners and Care Dorset.
2. For Committee to note the priority areas being addressed and plans in place to further develop Care Dorset priorities in line with Dorset Council 'A Better Life' Commissioning Strategies.

Reason for Recommendation:

Care Dorset is a key part of delivering the Council's 'Commissioning for A Better Life' strategies, and for improving the quality and sustainability of the care and support delivered to adults in Dorset.

1. Introduction

- 1.1 This report provides an update on work with Care Dorset since the last Shareholder Report.
- 1.2 Regular contract management meetings continue to take place. As outlined previously, an important theme has been data and reporting, and this has developed considerably through good joint working between the Council's Business Intelligence team and Care Dorset colleagues. Council commissioners have access to the dashboard showing key performance metrics, and data from these has been used to demonstrate the impact of reablement and other interventions.
- 1.3 On two occasions, Council commissioners and Care Dorset leadership team have held extended joint planning discussions, the focus of which has been on ensuring alignment between the commissioning strategies that the Council agreed in February and the emerging business plans of Care Dorset. It has also provided opportunity to share information on the challenges in the future delivery of good and sustainable support to adults in Dorset, as well as to consider how Care Dorset's service developments are operating and the future plans.
- 1.4 Agreement has now been reached on outstanding matters relating to the Business Transfer Agreement from Tricuro, and this is now being finalised.

2. Property and assets

- 2.1 Condition surveys have now been completed for the Care Dorset estate, and there is an ongoing dialogue between Care Dorset, commissioners and the Council's Asset Management team about the way forward.

3. Contract and service specification development

- 3.1 Whilst the service continues to operate under a 'grace period' in which the old service specifications continue to apply, both parties have agreed to work towards ensuring that new specifications are in place to govern activity from April 2024 onwards. This allows for a proper consideration of the different strands of transformation underway, and a more robust forward-view on both Care Dorset's future plans, and the wider system developments that commissioners can support to make sure that Care Dorset has the best chance for success.
- 3.2 The development of the strategy and business plan for Care Dorset, and the development of new specifications for services by commissioners, are being

worked on collaboratively with a view to ensuring that they come together around February, as a staging post towards the new financial year. This has been greatly facilitated by strong working relationships between the leadership teams of Care Dorset and the Council's adult services, which are noted at regular points through this update.

4. Finance

- 4.1 Based on positive progress on making the anticipated savings, attention is now turning to developing the mix of KPIs and future efficiency targets which support the business plan and, from a commissioning perspective, align to the benefits expected from transformation of the services. As deployment of Care Dorset's capacity is improved, commissioners are working to understand the positive impact on unit costs and on cost-effectiveness, which is all part of the work needed on the future contract and specification.
- 4.2 Commissioners have noted the extent to which some of the improvement in service delivery has been supported by improved recruitment and retention of staff, and improvements in measures such as sickness absence.

5. Day services

- 5.1 The Council set out a high-level view on a new model of day opportunities in its commissioning strategies in February 2023. The model seeks to prioritise flexibility, variety, links to local community activity, and choice and control. Provision of high quality building-based support for those with complex needs remains a core priority.
- 5.2 It was clear, however, that more work needed to be done to understand what people wanted from day opportunities, what was getting in the way, and how a new model could work for them. This includes people whose voices were not as loudly heard in the 2021 consultation, as well as the need to go back to those groups that did take part and follow up on their post-pandemic views. Amongst the groups that we want to hear more from are young people coming through to adulthood, older people, and people who are may need more structured support in future, but are currently living independently and being supported naturally by the communities around them.
- 5.3 We have been working closely with Care Dorset to ensure that they are part of these conversations, together with the people who draw on their support. A survey has been live for some weeks, and runs through to December. A number of conversations, focus groups, and thematic discussions are now being set up so that we have a good range of information to inform a way forward. Building

on the positive developments in Care Dorset's reablement services, we have started working through what an 'enabling' focus for day opportunities could mean and how this could shape the model.

- 5.4 It is envisaged that this work will continue into the new year, and we will be able to bring forward a new model for delivering day opportunities in the new financial year. Of course, Care Dorset will be a significant part of that future model, just as they are part of shaping it with us and our other partners in the sector. A joint plan on how we might implement any such model is envisaged for a next phase of the work.

6. Residential care

- 6.1 Residential bed occupancy had seen a significant increase since the transfer of services, and this continues to be the case, standing at levels that are at the upper end of industry expectations. This has particularly been aided by the development of flexi-beds to support Discharge-to-Assess. Care Dorset's reformed approach to centralised referrals has greatly improved the working relationship with the Council's brokerage teams.
- 6.2 Discussions with commissioners and operational leads are positive with respect to the services that can be provided and how they can be improved and developed. Commissioners are very aware that Care Dorset is constrained in its ability to serve a more complex demographic due to the specification, age and condition of the properties it occupies.
- 6.3 As part of the developing thinking for a new reablement facility, a high-level appraisal has been undertaken of the potential for developing all of the sites and facilities, and is subject to current discussions with Care Dorset about the best way to approach the long-term development and investment planning for these sites, to meet the best of current standards and the projected future demand for care.
- 6.4 As part of the specification setting for 2024, work is underway to resolve outstanding anomalies in the contract information passed over from Tricuro, which includes how the residential contract is allocated across the Care Dorset estate, and the resulting unit costs.

7. Reablement services: bedded support and community support

- 7.1 Seen from a commissioning perspective, this continues to be the most impactful development of the Care Dorset offer over this past year. 30 beds are now operating across the Care Dorset residential estate, and with the acquisition

and opening of Shottsford House, Blandford (now renamed Castleman Plus) there is the opportunity to use this as a test-bed to demonstrate the positive system-wide impact of a good, proactive bedded reablement offer.

- 7.2 Similarly, we continue to see positive development in the efficacy of community reablement services, and commissioners are very welcoming of seeing data that demonstrates the impact of these services in terms of care hours reduced or admissions avoided. We have agreed to work on this data further, and to develop a dataflow that can demonstrate not only care avoided or hours reduced from the point of referral to Care Dorset, but also reductions in long-term care previously being delivered to people before their point of crisis and hospital admission. The proactive commitment to partnership and system working demonstrated by the new service management has transformed how reablement contributes to management of system pressures.
- 7.3 It remains a long-term strategic goal to ensure that reablement is more routinely available as a community intervention, rather than being so overwhelmingly focused on the point of hospital discharge. The Council's work on its operational services redesign describes the potential benefits of a greater role for reablement services in the community as part of a more deeply embedded preventive offer, and Care Dorset are well-placed in the conversations to pick up on this opportunity.
- 7.4 It will be essential that we work across the system, with partners, to resolve the issue of therapeutic input and leadership into reablement services, so that they can take the next step in their effectiveness at returning people to their own home. Commissioners are committed to supporting Care Dorset in this planning, and the system-wide conversations that will be needed in the context of a scarce therapy workforce locally.

8. Extra care housing

- 8.1 Work has been undertaken on the specification for the new care and support services provided into the St Martin's extra care housing scheme at Gillingham. Again, Care Dorset's positive commitment has been welcomed.
- 8.2 Work is continuing to finalise care and support costings. In the face of unforeseen delays to building works, we are currently agreeing on how we manage between us the interim staffing costs that have been incurred.

9. Supported living

- 9.1 Care Dorset and commissioners have worked together well on closing a service which was not well utilised, and their other services remain at capacity. The wider programmes for optimisation of learning disability support, which are looking at technology, provider-led reviews and other interventions, have been strongly supported by Care Dorset.

10. Next Steps

- 10.1 As reported previously, we will continue to keep shareholder committee abreast of developments in the commissioning partnership between the Council and Care Dorset. It is likely that the next report to the Committee will be on the basis of the newly emerging service specifications that accompany the contract.

Care Dorset Shareholder Committee – 5 December 2023

Report from the Board of Directors Chair

Prepared by: Chris Best
Title: Acting Managing Director
Date: 13 November 2023

Brief summary

This paper is submitted to the Shareholder Committee to provide an update on matters relating to the operation of Care Dorset since the last meeting in May 2023.

The key points are:

- A. The improvements to the quality of care and support has been one of the primary focuses and this has been achieved against a backdrop of a large transfer of colleagues and an unhelpful handover of third-party contracts from the previous provider.
- B. Care Dorset has grown and accepted new work from Dorset Council. This has included the reablement beds and an extra care scheme. This has required additional investment but over time will unlock value for the shareholder.
- C. The staffing position is such that there are more colleagues now than at the point of transfer and this has in turn improved contract productivity. The retention piece has been unpinned by improved pay but has created pressure on the contract to uplift (along with the inflationary challenges).
- D. There has been a need to invest in driving up quality. It is also important to note that the cost of change in the early years to build greater shareholder value over the course of the next five years. The organisational strategy that is being developed will seek to grow the organisation and respond to Dorset Council's commissioning strategies.

A greater level of performance data is included within the annual report.

Overview

1. As part of our strategy development work, we have agreed upon a vision and mission for Care Dorset.

- 1.1. Our vision is “**A world where people can thrive**” conveys our ambition to have a society in which individuals have the conditions, opportunities, and support to lead fulfilling, successful and meaningful lives.
- 1.2. Our mission: “**Delivering excellence in high quality, safe services, driven by informed, passionate colleagues and inspired by continual improvement and positive impact**” articulates our commitment to providing outstanding services, going above the minimum requirements and standards and this is underpinned by our commitment to safety. Here at Care Dorset, we know that our colleagues are critical to our shared success. We also commit to continual learning and growth. We won’t settle for the status quo, and we are motivated to constantly find ways to improve services, processes, and outcomes. Finally, we want to have a positive influence and impact on the people we support, their families, our colleagues, our stakeholders, and our communities.
2. While the recent departures of the Managing Director and Director of Operations were relatively sudden, Care Dorset has proven to be a resilient organisation with the delivery of care and support being unaffected by the changes in personnel.
3. Care Dorset is pleased with the relationships it has been able to nurture with Dorset Council colleagues.

Performance against business plan

4. Focus on quality
 - 4.1. Care Dorset’s improvement journey continues across all locations and has involved bolstering the number of internal quality partners, responsible for undertaking internal audits, by an additional head which brings the total to three.
 - 4.2. The internal quality ratings – based on the Care Quality Commission’s (CQC) inspection framework demonstrate that Care Dorset is making positive progress.
 - 4.3. Care Dorset has recruited three new registered managers, two of which are internal promotions and means that Care Dorset has a full complement of managers across its registered locations.
5. Growth
 - 5.1. Care Dorset submitted a proposal to operate Dorset Council’s current in-house shared lives service. The outcome of our proposal is awaited but Care Dorset stand ready to progress the transfer should this be agreed.
 - 5.2. Care Dorset has been supporting Dorset Council with its surveying of individuals who access day opportunities. This information will help inform the strategy for day services going forward.

6. Building capacity for the future

- 6.1. Care Dorset has invested in a new accident, incident and safeguarding system provided by RADAR. This was implemented on 1 August and continues to be embedded in the daily routines of the workforce.
- 6.2. The new learning management system which replaced a poor system inherited from the previous provider will go live in late November. This will enable colleagues to benefit much improved content and overall experience for undertaking their core and essential training.
- 6.3. Care Dorset are also investing in a project management office to ensure that it manages all the various projects and programmes of work in a systematic manner.
- 6.4. The workforce has grown over the course of the last year and Care Dorset has increased its workforce by 65.6FTE. Workforce turnover for the year ending September 2023 was 17.36%, almost half the sector average. The workforce increase has contributed to the ability to grow the number of hours of reablement and bed occupancy.

7. Key roles

- 7.1. There have been some personnel changes within Care Dorset. Having successfully transferred the business and spearheaded Care Dorset's development and growth over the past 12 months, Steve decided it was the right time to move on and subsequently left at the end of September.
- 7.2. Emily Denham, Director of Operations left at the end of September to pursue other opportunities.
- 7.3. Consequently, Chris Best, having been deputy Managing Director and Director of HR and Organisational Development took up the role as Interim Managing Director. Ally Prince who was the Director of Performance and Strategic Development has taken up the role of Director of Operations & Quality.
- 7.4. Sally Longman, Executive Assistant has been appointed into a newly created role of Company Secretary.

Progress against reablement innovation agreement

8. The 32 reablement beds across the three sites, The Hayes, Castleman House and Castleman Plus are proving to be a valuable resource for the system. The acuity of individual has become steadily greater than at the start of the beds going live at the turn of the year. This demonstrates the role Care Dorset is playing in supporting hospital discharges.
9. Since the beds came on stream at the beginning of December 2023, 147 people have been supported.

10. The average stay in a reablement bed is 23.11 days / 3 weeks. The number of people who had their package of care reduced after having been in a reablement bed and a period of community reablement was 56.
11. Care Dorset estimates that the reablement beds have released 2860 bed days for health partners.

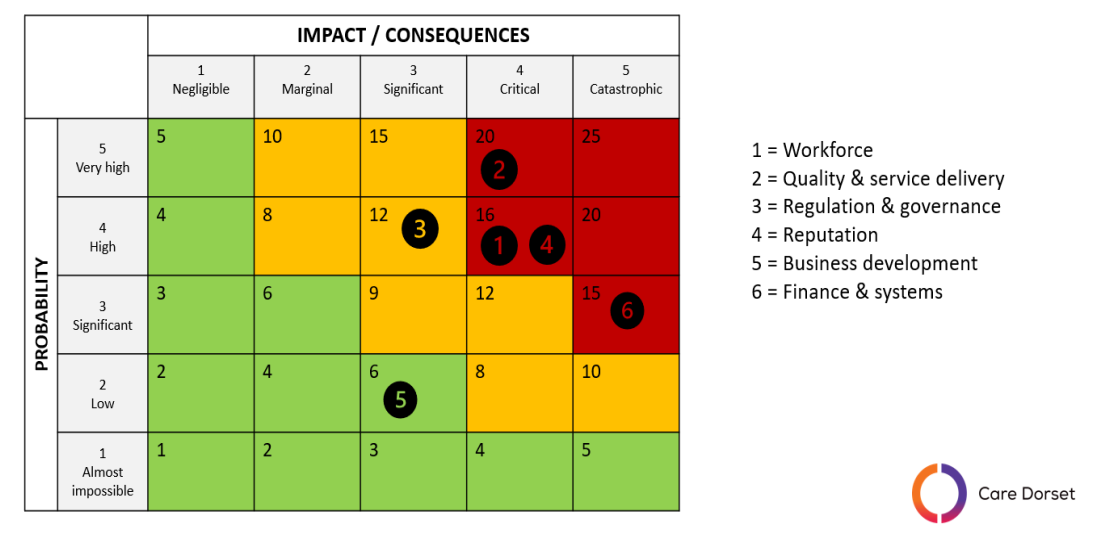
Finance performance and accounts

12. There have been some financial challenges during the current year which are as a result of the need to make additional investment to address the quality of transferred services as well as the sub-optimal transfer from the previous provider, including third party contracts. Additionally, Care Dorset are implementing the nationally agreed pay award backdated to April 2023. The unit rate increases for gas and electricity have also added to these challenges.
13. The delay in the St Martin Extra Care scheme means that Care Dorset is incurring costs, but revenues will not come on stream until 2024. Discussions have taken place with Commissioners to mitigate the effects while ensuring the Scheme is able to commence to the revised timetable.
14. Care Dorset has benefited from the £3m of income relating to the Reablement Beds.
15. The balance sheet has strong cash flow, and this allows Care Dorset to manage its solvency. It is forecasted that cash flow will remain positive if negotiations on a contract uplift is successful.
16. Discussions on a contract uplift are underway and continuing.

Strategic risks

17. The strategic risk register is reviewed monthly by the Executive Team and by the Board of Directors at each of their meetings.
18. While the overall risk ratings remain unchanged – as shown in figure 1 – there have been improvements in reducing the number of red risks within each of the strategic risk areas. There has been a 50% reduction in the number of red risk areas.

Fig.1 : Strategic risk ratings



- There is work to be undertaken to stress test the risk register. The Quality Partners will be providing support for this activity which will take place in early 2024.

Strategy development

- Work is underway on the development of the Care Dorset strategy for the period April 2024 to March 2029. While the strategy is in its embryonic phase, there is clarity that it will be one focused on growth.
- The strategy will respond to Dorset Council's commissioning strategy, particularly in respect of supporting people to stay at home for as long as possible.
- Care Dorset will be carrying out a period of involvement and engagement with people we support, their families and colleagues between mid-November and January. Feedback received will provide valuable insights to support the enabling aspects of the strategy.
- The strategy will be submitted to the Shareholder in late February 2024.

Other relevant matters

- Discussions are continuing with Dorset Council's property team on the revision of the occupation agreement which will resolve outstanding matters concerning rent arrears and the ongoing repairs and maintenance.
- The remedial required to address the defective fire doors across the estate continues.

ENDS.

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Care Dorset Shareholder Committee – 5 December 2023

Annual performance review

Report author: Chris Best
Title: Acting Managing Director
Date: 20 November 2023

Brief summary

This report provides a review of performance across Care Dorset's operation during its first year of operation. It provides an update on the delivery of success outcomes identified in the cabinet paper from November 2021 as well as an update against the contract deliverables.

Much has been achieved during the course of the first year, but Care Dorset is not complacent, and it recognises that there is much still to be delivered.

The key points to note from the report are:

- A. Care Dorset is delivering against the original success measures identified in the November 2021 cabinet paper.
- B. Care Dorset is delivering against the contractual requirements.
- C. Care Dorset is growing. The reablement beds and the forthcoming Extra Care scheme are evidence of this.

Overview

1. Care Dorset began operating on 3 October 2022 following the transfer of care and support services from Tricuro.
2. From the start, Care Dorset wanted to be an organisation that did things a little differently. Care Dorset believes that where possible people should receive the care and support they need in the place they prefer. Mostly, that means at home.
3. It's been a demanding year, not just for Care Dorset but for the entire sector and the country as a whole. As Care Dorset marked its one-year milestone, it is important to recognise that the organisation is just taking its initial steps. There have been some positive accomplishments so far but there is still much to do.

Care Dorset's values

4. Soon after Care Dorset's inception, and in consultation with colleagues across the organisation, it developed a set of organisational values. These are **people-focused, genuine, develop, integrity** and **team**. These values really are the backbone of the organisation and have been successfully embedded.
5. The values are occupied by a series of behaviours which provide a framework to guide the way that Care Dorset operates.

Dorset Council's expectations

6. The cabinet paper from 8 November 2021 set out a series of measures for success. These being:
 - i. £3m gross savings by April 2025.
 - ii. Access to up to 220 beds.
 - iii. Recovery flow capacity for 80 people per week, 75% of people returning to their normal place of residence.
 - iv. Comprehensive local network of community opportunities.
 - v. Effective relationship between the Council and the Local Authority Trading Company (LATC).
7. While recognising that Care Dorset has only been operating for a year, the following progress can be reported against these measures of success.
 - 7.1. Savings
 - 7.1.1. Care Dorset delivered the year one savings of £635k within the first six months of its operation and will deliver the second year's savings of £675k as expected.
 - 7.2. Access to up to 220 beds
 - 7.2.1. The number of beds within the block contract and innovation agreement total 234.
 - 7.2.2. Care Dorset inherited a bed occupancy rate of 83%.
 - 7.2.3. Levels of occupancy have increased over the course of the last year and for the year ending was 95%.
 - 7.3. Recovery flow
 - 7.3.1. Since October 2022, Care Dorset has supported 1252 people through its community reablement with an average package time of four weeks.

7.3.2. Of those, 83.55% remained in their normal place of residence after the period of reablement.

7.4. Comprehensive local network of community opportunities

7.4.1. Significant ground has been covered to reconnect with our local communities both in terms of the people we support and the wider community over the course of the last year. An example of this includes Bridport Connect. They hosted a carer meeting supported by the Mayoress of Bridport. Many different organisations and charities from the local community came together to consider and develop the opportunities for Carers and also, for the people they support.

7.4.2. In the last year, Sherborne Connect celebrated 30 years of operating. Two of the original colleagues who worked at the service when it opened joined people we support, friends and family members and other colleagues to celebrate as well as representatives from the local social services office.

7.5. Effective relationship between the Council and the LATC.

7.5.1. Care Dorset has built effective working relationships across the local authority. Since its inception, two strategic days have been held with Commissioners to discuss shared priorities and aims.

7.5.2. Care Dorset has also built positive relationships with those colleagues providing services to the organisation, these include Human Resources, Property, and Information Technology Services. Regular service level meetings take place with representatives across these areas to ensure effective operations.

Performance against the contract

8. Community reablement

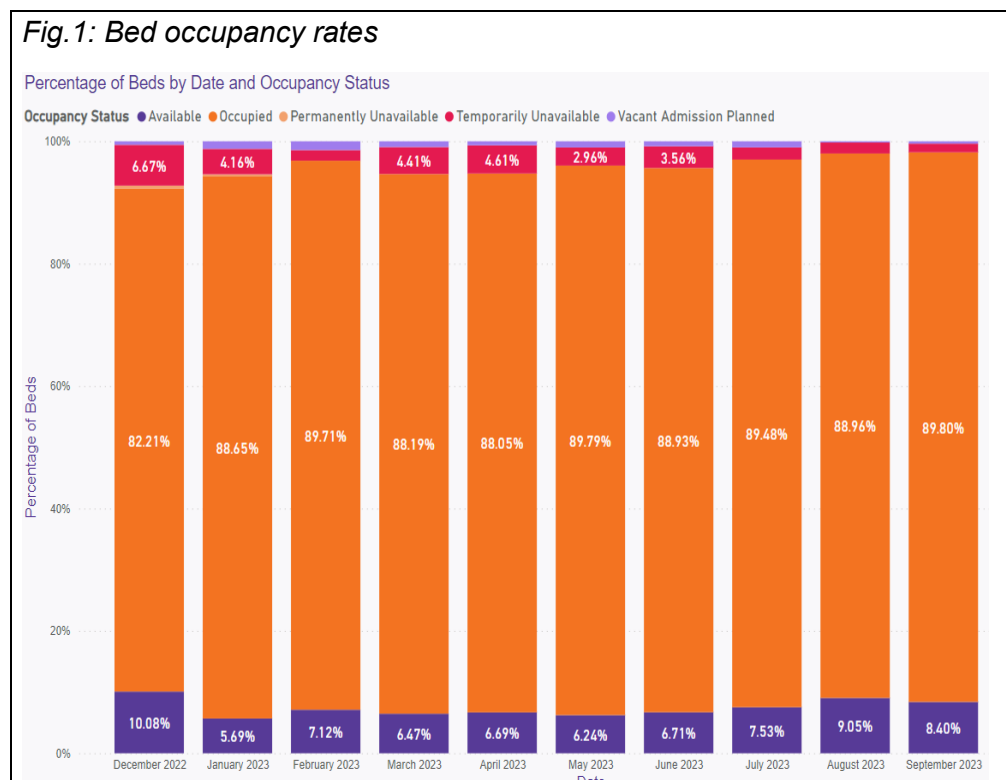
8.1. The number of hours of direct reablement delivery has increased over the course of the last year by 30% with the average number of hours now totalling 3,425 compared with 2,400 per month.

8.2. The average number of days from referral acceptance and the package of reablement commencing has been consistent at just over 2 days.

8.3. Over the course of the last year, there has been an increase in the number of reablement packages ending with no increase to packages of care and 71.90% of individuals see no increase compared with 68.67%.

9. Residential care

- 9.1. Prior to the transfer, the six residential care homes had an overall occupancy rate of 76.73%. As at September 2023, this has increased to 89.80%. Figure 1 shows the occupancy rates for the period December 2022 to September 2023.
- 9.2. The support needs for the people we support residing across the residential care homes have increased over the course of the last year. Although there is no comparable data for the period prior to October 2022, for the period ending September 2023, the percentage of people we support requiring a high level of support was 43%.



10. Supported Living

- 10.1. Colleagues within Care Dorset's supported living settings have been working to improve the quality of care and support provided as well as to the environment.
- 10.2. Care Dorset are working with Dorset Council representatives on their trusted practitioner initiative which provides an exciting opportunity to be responsive to the needs of the people we support.

11. Day Opportunities

- 11.1. Over the past 12 months the ambition is to support Care Dorset's Day Opportunity services to help more people to enjoy a life in which they can thrive. As a result, the focus has been on making our day opportunity

services more person centred. Two transition leads have been recruited to help teams to remove the barriers to change, motivate and inspire people to work differently.

- 11.2. The work has been focussed on two elements – Person Centred Planning and Accessible Information.
- 11.3. Introduction of person-centred approaches using person centred planning tools has been going well with the teams embracing the concepts. So far, working with four services: Stour Connect, Sherborne Connect, Shaftesbury Plus and Dorchester Connect. The approach has been very successful. For example, at Stour Connect the team have embraced person centred planning, working alongside the people that we support in choosing their goals and importantly who is going to support them to achieve those goals. By doing this work this has led to the creation of more flexible and person-centred activities with colleagues who have been matched to the individual. Examples include going to the farm, attending a memorial service and individual baking sessions.
- 11.4. Accessible information: Led by a transition lead we have adopted a co – production approach to support the development of information that people want and in a format that is useful to them. So far, the team have empowered people to contribute to the development of materials such as the welcome pack and the strategy survey across all services, as well as a co-produced fire evacuation procedure. Work is now underway to review their care planning training offer and developing a support resource specifically aimed at supporting people living with dementia, this has been well received at Wareham and Weymouth where colleagues cannot wait to get started with the tool.
- 11.5. Figure 2 shows the provision of support delivered across the day services. This indicates that there has been an increase in the provision to people we support over the course of the last 12 months.

Fig 2: Provision of care and support across the day services

Service	Total Building Based sessions	Contract sessions (=Low need 1:6 staffing ratio)	Original Contract in Care hours	Total Actual Care Hours currently being provided	% Increase or Decrease
Dorchester	132	93	50.38	188.39	373.98
Verwood	245	153	82.88	304.96	367.97
Ridgeway	125	369	199.88	465.40	232.85
Svanage	55	80	43.33	91.00	210.00
Stour	168	233	126.21	252.42	200.00
Purbeck	93	140	75.83	146.17	192.75
Blandford	83	122	66.08	116.03	175.57
Weymouth & Portland	199	331	179.29	216.88	120.97
Bridport	121	327	177.12	203.79	115.06
Wareham	71	129	69.88	78.78	112.75
Ferndown	68	140	75.83	83.42	110.00
Southill	34	77	41.71	30.33	72.73
Sherborne	26	101	54.71	26.17	47.83
Shaftesbury	21	101	54.71	24.81	45.35
Total	1441	2396	1,297.84	2,228.55	

- 11.6. Care Dorset continues to work with colleagues at the Dorset Council on the development of the longer-term strategy and vision for days service provision in Dorset.

Business growth

12. Reablement beds

- 12.1. Not long after Care Dorset began to operate, an additional 20 beds were operationalised at two of the residential care homes. These beds were to alleviate pressure within the acute hospital settings and enable system flow.
- 12.2. As part of this work, Care Dorset opened a new setting in Blandford named Castleman Plus. This setting became fully operational in June 2023 and added a further 12 beds to the overall number of reablement beds.
- 12.3. Across the three settings, 147 people have been supported. It is estimated that the reablement beds have saved 2,860 hospital bed days.

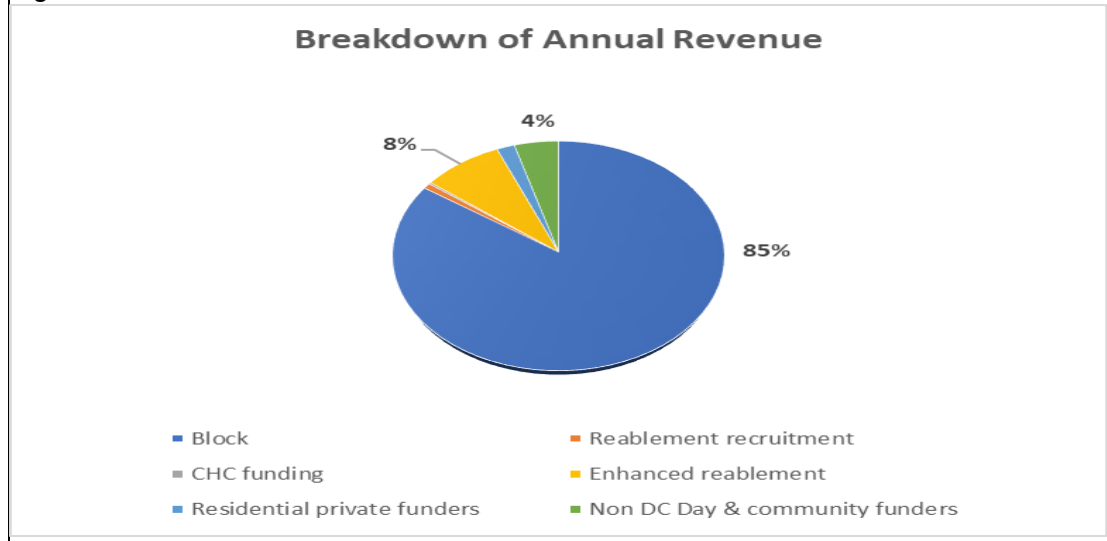
13. Extra care

- 13.1. Care Dorset is delighted to be the provider of care and support for the people who will be moving into the new extra care housing scheme in Gillingham when it comes on stream in 2024.
- 13.2. A registered manager has been recruited and plans for recruiting the support team are ready to be executed.

Financial performance

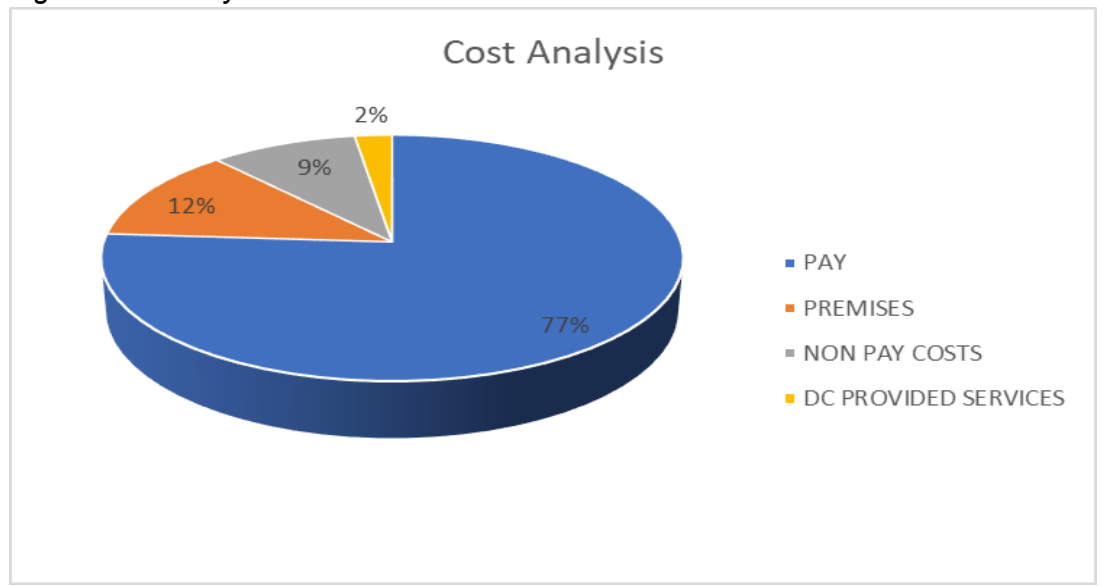
14. The year has presented financial difficulties, stemming from elevated unit rates for gas and electricity, the implementation of a nationally approved pay award, and the effects of inflation. Moreover, the costs associated with necessary investments to enhance quality have further compounded these challenges.
15. The disputed rent levels have also created some financial uncertainty but the work with Dorset Council's property colleagues is now moving this forward and we are confident of a conclusion in the next month or so.
16. The block contract accounts for 85% of all of Care Dorset's income. Figure 3 provides a graphical representation of Care Dorset's funding streams.

Fig. 3: Breakdown of annual revenue streams



17. Figure 4 provides a graphical representation of Care Dorset’s cost analysis for the year ending September. Pay is the principal expenditure.

Fig. 4: Cost analysis



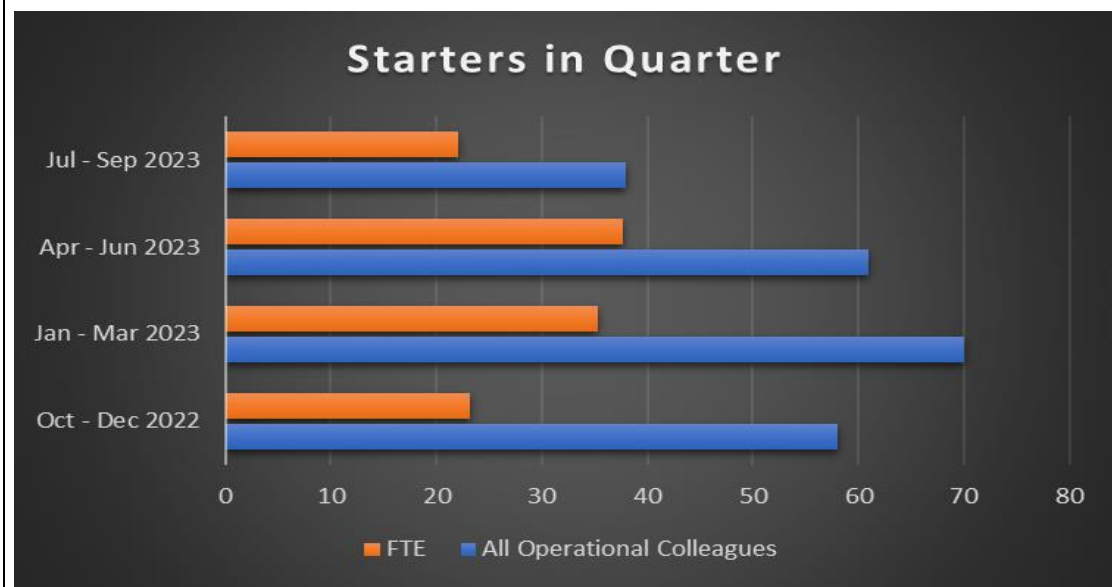
Information Technology system improvements

18. In August 2023, Care Dorset implemented its new accident, incident, and safeguarding (AIS) system provided by the sector leading software provider, RADAR. This has enabled the organisation to improve its monitoring of such events and ensure it puts measures in place to reduce risks for the people we support and colleagues.
19. The introduction of the system has also enabled the organisation to start to remove paperwork and liberate some time for colleagues.

Recruitment

20. A significant issue identified at the point of transfer was the challenges with recruitment. Not uncommon with many social care providers. Shortly after transfer, Care Dorset launched an ongoing campaign; A Career in Care is not for everyone – but it could be for you. The idea being that there is a stigma attached to the care sector. There’s a thinking that anyone can do it. Care Dorset thinks this is wrong. Not everyone can do it.
21. Since October 2022, Care Dorset has increased its headcount by 145 which equates to an additional 102 full-time equivalent colleagues. This is as a result of generating 2302 applications in the year ending September 2023 which equates to a monthly average flow of 191. Figure 5 shows the new starters by quarter.

Fig 5: New starters by quarter



The Dorset pound

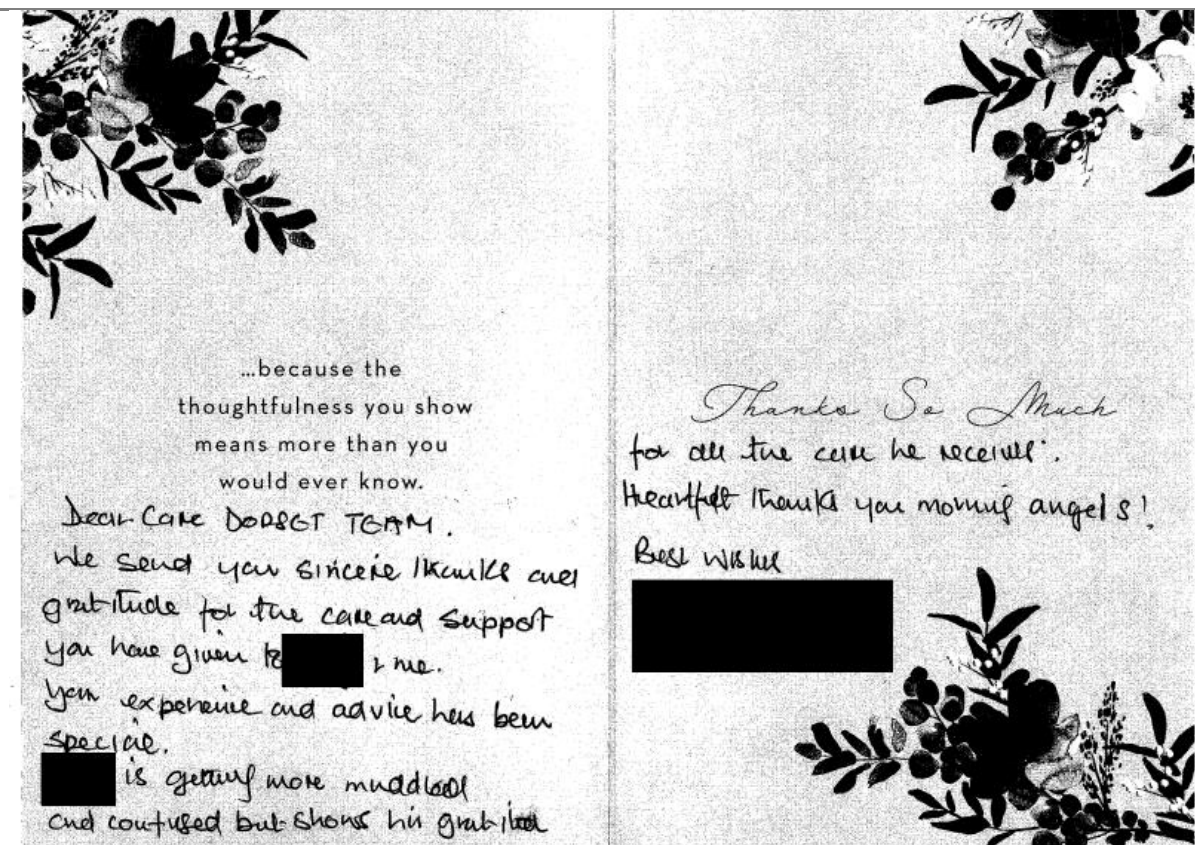
22. Care Dorset has sought to engage local suppliers wherever possible. This has included using a Dorset-based organisation for its branding and website design. Additionally, the facilities work on Castleman Plus (see paragraph 12) was undertaken by local firms.

Feedback from the people we support and their families

23. Care Dorset have received a steady stream of compliments and a sample of these is given below.

E-mail received as the person we support is moving into long term care:

'Thank you for all of your care & friendship over the time that mum has been at the day centre, it's much appreciated. Mum absolutely adores coming in every day and would come all the time if possible!'



Letter received:

Dear All

My father's passing seems like an appropriate time for me to write, on behalf of the family, to thank you all for the care and kindness you provided for dad when he was with you.

We knew, from our first visit, that dad would settle well at Shaftesbury Plus. You were all very welcoming, friendly, cheerful and professional. It was obvious that he was going to be in a stimulating, happy environment.

Thank you again and keep up the excellent work.

Email received:

I just wanted to say how pleased and impressed the whole family is for the care you are providing my father at the Hayes in Sherborne. The staff are phenomenal, caring and generous with their time. They take time to look after the whole family at what has been quite a stressful few months.

Thank you to all of them.

Email received:

Dear Care Team,

I am writing to give my thanks to all the staff for the support that *name* received during her residency at Streets Meadow. Each visit left a positive impression, and the family are very happy that name was placed under your care.

I would also like to acknowledge the members of the team that took the time to attend *name's* funeral last Friday. Their presence was much appreciated.

I hope this message is shared with the team because the kindness and dedication that you demonstrate in your work is greatly valued.

With very best wishes,
Grandson

█████ popped in with a thank you card and a large chocolate cake for the clients and staff to celebrate █████ life as tomorrow would have been his birthday.

The card read; *To you all, just to say a very big 'thank you' for all you did to make █████ time here so enjoyable. It really brightened his week and made a great difference to us both. I really enjoyed visiting the Wednesday group and seeing █████ smile!*

With all good wishes █████

Summary

24. Care Dorset are delivering against the original success measures identified in the November 2021 cabinet paper. The level of occupancy in the residential beds has increased over the course of the last year. The flow in the reablement beds have improved too with an average number of 100 new referrals Care Dorset is accepting per month.
25. The reablement beds are providing an important support for system partners and enabling people to be discharged from hospital and almost 40% of the people supported in a reablement bed were able to go home with a reduction in their package of care.
26. An increased workforce though effective recruitment and retention has contributed to the ability to drive improvements in operational delivery.
27. The financial challenges encountered during the current year, stemming from the required investments in enhancing care quality, supporting colleagues, implementing nationally agreed pay adjustments for transferred colleagues, and addressing rising utility costs and inflation pressures, are expected to be alleviated with an anticipated financial uplift.
28. Care Dorset is now focused on building on the solid foundations and to implement its ambitious five-year strategy.

ENDS.