



# Shareholder Committee for Care Dorset Holdings Ltd

**Date:** Tuesday, 27 February 2024  
**Time:** 10.00 am  
**Venue:** Council Chamber, County Hall, Dorchester, DT1 1XJ

**Members (Quorum: 3)**

Cllrs Laura Beddow (Vice-Chairman), Spencer Flower (Chairman), 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 [kate.critchell@dorsetcouncil.gov.uk](mailto:kate.critchell@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
<b>1. APOLOGIES</b>	
To receive any apologies for absence.	
<b>2. MINUTES</b>	5 - 8
To confirm the minutes of the previous meeting.	
<b>3. DECLARATIONS OF INTEREST</b>	
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 [kate.critchell@dorsetcouncil.gov.uk](mailto:kate.critchell@dorsetcouncil.gov.uk) by 8.30am on Thursday 22 February 2024.

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 [kate.critchell@dorsetcouncil.gov.uk](mailto:kate.critchell@dorsetcouncil.gov.uk) 8.30am on Thursday 22 February 2024.

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

**6. FORWARD PLAN** 9 - 16

To consider the draft Forward Plan.

**7. DORSET COUNCIL COMMISSIONER UPDATE** 17 - 22

To receive an update on developments relevant to Care Dorset.

**8. CARE DORSET UPDATE** 23 - 26

To consider the report of the Chair of the Independent Board of Directors.

**9. 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.

**10. EXEMPT BUSINESS**

To move the exclusion of the press and the public for the following items 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 scheduled exempt business to report at this meeting.***

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## SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

### MINUTES OF MEETING HELD ON TUESDAY 5 DECEMBER 2023

**Present:** Cllrs Laura Beddow (Vice-Chairman), Spencer Flower (Chairman), Byron Quayle and Jane Somper

**Present remotely:** Cllrs Gary Suttle

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

Chris Best (Interim Managing Director, Care Dorset)  
Vivienne Broadhurst (Executive Director - People Adults)  
Aidan Dunn (Executive Director - Corporate Development S151)  
Chris Harrod (Senior Democratic Services Officer)  
Joshua Kennedy (Apprentice Democratic Services Officer)  
Jonathan Price (Corporate Director for Commissioning)  
Matt Prosser (Chief Executive)  
Caroline Tapster (Chair of the Independent Board, Care Dorset)

**16. Apologies**

Cllr G Suttle was not able to be physically present, but was joining the meeting remotely in the knowledge that he would not form part of the quorum or be in a position to vote.

**17. Minutes**

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

**18. Declarations of Interest**

There were no declarations of interest

**19. Public Participation**

No requests to participate had been received from members of the public.

**20. Councillor Questions**

No questions had been received in advance of the meeting.

**21. Forward Plan**

The Forward plan was noted.

## 22. **Dorset Council Organisational Update**

The Corporate Director for Commissioning - Market Relationships, Major Contracts and over 65's, introduced the report which provided Members with an overview of the commissioning activity undertaken by the Council since the previous update.

The Portfolio Holder for People – Adult Social Care, Health and Housing added that she believed that Care Dorset had exceeded all expectations so far and was very happy with the progress made. She further highlighted that Care Dorset would be taking part in a webinar in the coming weeks to give elected members the opportunity to understand its journey so far and how it interacted with the Council.

The Chairman explained that he was very pleased with the feedback that he had heard in relation to the operation of Care Dorset and agreed with the Portfolio Holder's view that it was continuing to exceed expectations.

**NOTED**

## 23. **Care Dorset Update**

The Chair of the Independent Board of Directors introduced the report which provided a company update.

Officers responded to Members' comments and requests for clarification, details included:

- Care Dorset managed significant risk given the nature of its regulated activity and the vulnerable nature of the individuals it supported. That said, the Interim Managing Director offered the assurance that there had been a 50% reduction of 'red' ratings, which had now moved to 'amber'. There was an expectation that the overall risks would move to 'amber' before moving to green as time progressed.
- When translating the figure for 'bed days', this equated to estimated cost savings of approximately £1.7M to the Council and its health partners.

**NOTED**

## 24. **Report to Cabinet on Performance of the Trading Activities of the Company**

The Interim Managing Director, Care Dorset, introduced the report which summarised the performance of the company over the previous year.

Officers responded to Members' comments and requests for clarification, details included:

- Referring to Para 22 within the report, it was clarified that ‘local firms’ meant firms operating within the county of Dorset, with the majority being based within the area that Dorset Council served.
- Care Dorset had an ambition to set up its own academy to focus on the training and retention of staff and was hoping to pursue this in 2024. It would also be launching apprenticeship scheme from January 2024 to provide its workforce with training and development opportunities to allow staff to progress with their careers. A Leadership programme would also be developed and would work with skills providers to utilise their programmes for Care Dorset staff. There was also an ambition for the Academy, once launched, to be open to other care providers as well. This this would all be referenced in the upcoming strategy due to be considered at a future meeting.
- To date, there hadn’t been much engagement with local communities in order to recruit staff from local areas, but this was something that Care Dorset was keen to do in the future and this engagement would also include providing outreach services and raising awareness of what Care Dorset could offer. This would also be featured in the upcoming strategy.
- There were challenges within the sector in terms of recruitment, but the pay and terms and conditions of work on offer from Care Dorset allowed it to be an attractive proposition. Care Dorset was aiming to work with schools and colleges to attract future staff and it was considered that with the right marketing Care Dorset would be able to attract and retain its staff.

**NOTED**

25. **Urgent Items**

There was no urgent business.

26. **Exempt Business**

There was no exempt business.

**Duration of meeting:** 2.30 - 3.01 pm

**Chairman**

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## Care Dorset Shareholder Committee

27 February 2024

## Forward Plan for the Committee

### 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:**

The Forward Plan has been updated to reflect the items expected to come forward during the year, including the development of the 5-year Business Plan for the company. This has been added for final consideration at the October scheduled meeting of the Committee, as an exempt item. Interim updates will be contained in the usual company and Council update reports. After agreement, a six-monthly cycle of business plan update and review is proposed, which will be added to the forward plan when the Committee dates for 25/26 are set.

#### **Recommendation:**

For the committee to note the proposed future items, and comment.

#### **Reason for Recommendation:**

The Forward Plan guides the future decision-making of the Committee.

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## Shareholder Committee for Care Dorset Holdings Ltd Forward Plan - July 2024 to October 2024 (Publication date – JUNE 2024)

### 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
July				
<b>Review of the Committee's Terms of Reference</b>  <b>Key Decision</b> - No <b>Public Access</b> - Open	<b>Decision Maker</b> <b>Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b> <b>1 Jul 2024</b>	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>
<b>Dorset Council Delegated Decisions (as required)</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker</b> <b>Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b> <b>1 Jul 2024</b>	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>
<b>Dorset Council Organisational Update</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker</b> <b>Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b> <b>1 Jul 2024</b>	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>
<b>Care Dorset Update</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker</b> <b>Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b> <b>1 Jul 2024</b>	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>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
<b>October</b>				
<b>Dorset Council Delegated Decisions (as required)</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date 7 Oct 2024</b>	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning  jonathan.price@dorsetcouncil.gov.uk  Corporate Director of Commissioning, People - Adults</i>
<b>Dorset Council Organisational Update</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date 7 Oct 2024</b>	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>
<b>Care Dorset Update</b>  <b>Key Decision</b> - No <b>Public Access</b> - Part exempt	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date 7 Oct 2024</b>	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning  jonathan.price@dorsetcouncil.gov.uk,  Chris Best, Interim Managing Director  chris.best@caredorset.co.uk  Executive Director, People - Adults</i>
<b>Care Dorset Five Year Business Plan</b>  <b>Key Decision</b> - Yes <b>Public Access</b> - Fully exempt	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date 7 Oct 2024</b>	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>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
<b>Annual Reports</b>				
<b>Annual Performance Update for Council</b>  <b>Key Decision - No Public Access - Open</b>	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b>	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Executive Director, People - Adults</i>
<b>Care Dorset Business Plan - 6-month review and update</b>  <b>Key Decision - No Public Access - Open</b>  For the Shareholder Committee to consider progress in delivering the 5-year business plan, and any review of the plan as necessary.	<b>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</b>	<b>Decision Date</b>  <b>June 2025</b>	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Corporate Director for Commissioning  jonathan.price@dorsetcouncil.gov.uk,  Mark Tyson, Commissioning Consultant  mark.tyson@dorsetcouncil.gov.uk  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 27 February 2024 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:**

This update presents the developments on the part of the Council relevant to Care Dorset. As the company passed its first year of operation ahead of the last meeting of the Shareholder Committee, there was a fuller update presented. This shorter report summarises developments since that point.

#### **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 Positive dialogue continues between commissioners, other council teams and Care Dorset's leadership. This includes both shaping the future direction of services and resolving the last remaining matters post-transfer.

## **2. Contract and service specification development**

- 2.1 Regular contract management meetings continue to take place. We previously reported on the important work to improve data and reporting, and can confirm this work has progressed and the contract discussions are consequently more robust.
- 2.2 Work continues on new specifications which will govern activity in the new financial year, and with an ultimate aim now to have all matters resolved and in place for Care Dorset's new reporting year.
- 2.3 A number of strands of work are underway through strategic commissioning which will have a key bearing on the future of Care Dorset's services, and it is important that they are given time to come to fruition. These include the finalisation of specifications for the residential care tenders on the Dorset Care Framework 2, which is due to launch at end of March 2024, and which will provide a common framework for a joint view on the future development of the acuity of the Care Dorset offer. We expect to be publishing a new model of day opportunities provision in the summer, and again the commissioning intentions and strategy for Care Dorset will need to respond to that. Our plans for building new bedded reablement services are also reaching key gateways in the outline design development phases, and again we will need to ensure that future plans are appropriately reflected in a shared understanding of the future evolution of Care Dorset.

## **3. Property and assets**

- 3.1 Considerable work has been undertaken to agree a position on the rent and maintenance backlog on the premises owned by the Council and occupied by Care Dorset under an occupation agreement. Following proposals to increase rent charged, an independent valuation was conducted which arrived at a reduced figure, taking account of land values, operating conditions and asset condition.
- 3.2 Agreement is being finalised on this basis, including retrospectively around costs that have been incurred by Care Dorset for urgent safety works which were identified with some of the premises.

#### **4. Performance and service development commentary**

- 4.1 Detailed performance information is included in the accompanying update direct from the company's leadership team and so will not be repeated here.
- 4.2 Observations from the Council's perspective would start with an appreciation of the continued improvement in residential bed occupancy, day services attendance and reablement hours delivery. Within that data, a more granular appreciation of the hours being delivered in reablement is helpful, accounted for by a higher proportion of rural delivery. This is important in establishing a long-term contract basis which can be properly understood by both parties.
- 4.3 There remains some continued discussion as to the bed base which transferred from Tricuro, and the implications of the condition of some homes (especially Sidney Gale House) which continues to curtail the total beds available. Conversely, general occupancy is greatly improved and the rapid conversion of some beds to flexi-beds or short-term reablement beds continues to deliver positive results, so this discussion is being viewed in the round with those improvements.
- 4.4 Likewise, commissioners are working through the account of delivery in day services, which is based on a more nuanced hours delivered rather than sessions, and better accounts for complexity. We continue to explore together the implications of this, and to develop a shared view on complexity.
- 4.5 Some immediate priorities from the commissioner perspective include as below, none of which is not being discussed and considered presently:
- Identification of a route to ensuring that reablement is therapy-led and has maximum impact on people's return to independence;
  - Identification of a medium-term strategy for the residential estate, including where any purchases, decants, rebuilds, etc. may be required;
  - Agreement (when the overall model is established) on the route through to reconfiguring a new, more modern and flexible day services offer.
- 4.6 In terms of long-term developments (and relevant to the second bullet point above), there have been a number of constructive planning sessions to move forward on the Council's plans, agreed at Cabinet in 2023, to construct further state-of-the-art reablement and rehabilitation facilities. We are progressing discussions about the option to build on the Dorset County Hospital site, as well as investigating other options. Most encouragingly, the arrival of the condition surveys for Care Dorset's estate, and the timing to coincide with Care Dorset's business

planning, mean that we can consider in the round how these new investments may also support Care Dorset's long-term move towards better quality building stock, supporting the delivery of higher-acuity residential care services.

## **5. Finance**

- 5.1 There is provisional agreement between Care Dorset and the Council to move the reporting year to align to the financial year, which will make matters of financial and contract negotiation much easier between the parties.
- 5.2 Commissioner and company have provisionally agreed an approach to resolving past, current and future year contract price variations. Past years (22/23 and 23/24 from the Council perspective, which includes the first half of the company's current accounting year) are agreed and payment is being arranged. 24/25 has provisionally been agreed, which from the company's perspective runs through to October 2024, but in line with other contract inflation approaches must be taken through the Council's Commercial Board, scheduled for 22 March. Further negotiations then need to take place around the future contract (as noted above) and there will be a need to respond to the local government pay settlement when announced, given this affects some Care Dorset pay and conditions.

## **6. Modelling the value/benefit of the Company**

- 6.1 As part of the definition of the new contract, as well as in support of work on the Council's Medium Term Financial Strategy, it is proposed that a more rounded view be developed of the value and benefits that the Council derives from owning a company like Care Dorset. This piece of work is in its infancy, but as a starting point, the sorts of domains into which value falls, and which are being considered might include as set out in Figure 1.
- 6.2 The importance of this sort of approach is to ensure that we are properly understanding the cost base of the company's operations, relative to other market operators. For example, one of the day services may, taken purely on cost-per-head of attendees, appear significantly more expensive than an independent sector comparator. They are, though, also performing functions around a focus for the local community, and this has a value – it is important that we distinguish where the costs for that fall (and they shouldn't fall on the per-head cost of attendance), the balance of different value creation activities within the overall contract, and that the contract we construct supports us all to “speak the same language” on these issues.



**Figure 1:** Potential domains within which to consider value delivery by Care Dorset

## **7. Next Steps**

- 7.1 As reported previously, we will continue to keep shareholder committee abreast of developments in the commissioning partnership between the Council and Care Dorset. See separate report item on the Forward Plan for an overview of future reporting.

## Care Dorset Shareholder Committee – 27 February 2024

### Report from the Board of Directors Chair

Prepared by: Chris Best  
Title: Acting Managing Director  
Date: 15 February 2024

Report status: **PUBLIC**

#### **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 December 2023. It reports progress in relation to the block contract, the reablement innovation agreement, continuous improvement and growth, strategic risk, workforce, and the development of the five-year strategy.

Care Dorset continues to make positive progress and is grateful to Dorset Council colleagues for their support.

#### **RECOMMENDATIONS:**

The Shareholder is asked to note the contents of this report.

#### **BLOCK CONTRACT PERFORMANCE**

1. Residential bed occupancy at the end of January 2024 was 91%. This is an increase of close to 10% from levels at the point of transfer. The level of acuity of individual has also increased. Three of the six residential care homes have 50% or more of the people living in these settings being identified as being “high needs”.
2. Community reablement has delivered an average of 2,400 hours of support per month in the past three months. Overall, in the last three months, there have been 1,790 hours saved of prescribed care. 329 referrals were received in the last three months and accepted packages commenced within an average of 2.36 days.
3. Care Dorset operates 13 Day Services which offer a combination of activities as well as add-on services such as bathing, outreach, and other community-based activities. Care Dorset is consistently over delivering against the original contract. In January, there was an over-delivery of 68%, this equates to 889 hours.
4. Care Dorset has commenced the Trusted Practice project which will result in all of the 23 people we support across the two supported living settings having their assessed needs reviewed by the end of March. Undertaking this project supports the social worker teams and ensures that the people who know the people best can contribute to identifying their support needs.

## **REABLEMENT INNOVATION AGREEMENT**

5. Care Dorset operates 30 reablement beds across three locations: The Hayes (Sherborne), Castleman House and Castleman Plus (Blandford Forum).
6. In the period November 2023 to January 2024, 193 people were supported and the average occupancy was 81%.
7. The average stay of a person over the past three months has been 39.7 days (5.6 weeks).
8. Care Dorset colleagues are working with system partners to support pressures and staffing shortages during the half term period. Some of the reablement beds have been opened up to people who are awaiting adaptations in their home, who normally would wait to go directly home from hospital, thus holding onto a bed.
9. Further, reablement colleagues will be supporting ward rounds to assist in identifying people who would be suitable for community reablement or a reablement bed.

## **CONTINUOUS IMPROVEMENT / BUSINESS GROWTH**

10. Care Dorset is working with Dorset Council on a series of improvement initiatives which includes a pilot project to support people prior to any admission to hospital or when they first present at A&E to reduce the pressure on the overall system and enable the person to be supported at home.
11. Care Dorset is looking forward to welcoming Shared Lives into the organisation from Dorset Council over the next few months. Having Shared Lives as part of Care Dorset provides an excellent opportunity to develop and expand the offer.

## **FINANCIAL PERFORMANCE**

12. Results for the year-to-date, December 2023 are significantly improved having concluded negotiations with the Commissioner on a contract price uplift.
13. However, negotiations of the occupation agreement have not yet been concluded. An independent valuation commissioned by Dorset Council has helped inform the negotiations. We anticipate these negotiations to be concluded shortly.
14. Cash flow remains strong and is anticipated to improve further with the agreed price uplift.

## **WORKFORCE**

15. Recruitment activity continues to be positive with 238 applications being received in the period November 2023 to January 2024 which resulted in 122 interviews, 67 offers and 48 new starters.
16. Colleague survey
  - 16.1. At the end of 2023, Care Dorset conducted its second colleague engagement survey. Positively there was an increase in the response rate from the 2022 survey, with 27.3% of colleagues submitting their views. Care Dorset scored positively in a range



of areas as listed below. The number in brackets is the percentage of people who responded positively or very positively to the question.

- a. Manager's support (87%)
- b. Work life balance (83%)
- c. Recommending Care Dorset as an employer (78%)
- d. Equality, Diversity & Inclusion (73%)
- e. Availability of resources (72%)
- f. Recognising & Rewards (49%)

16.2. Areas for focus which will be taken forward include communication, senior management visibility (particularly to night colleagues) and transport.

### **STRATEGIC RISKS**

17. Of the six strategic risk areas, three risk areas (Workforce, Quality & Service Delivery and Reputation) have seen reductions in their residual risk scores which demonstrates positive progress in addressing the known risk challenges.

### **FIVE-YEAR STRATEGY**

18. Significant work has been underway to develop Care Dorset's five-year strategy. This has included several conversations with the Board of Directors, engagement and work from the extended senior leadership team and surveying the people we support and family members.

19. The strategy will be one centred on growth with a strong synergy with Dorset Council's commissioning strategies.

20. The strategy itself will be brought to the next Shareholder Committee.

### **OTHER RELEVANT MATTERS**

21. Works continue on the fire door repair and replacement programme. Works have also been completed at three of the registered care homes with one due to commence in mid-February. Night fire marshals remain in place at the locations where defective fire doors have yet to be repaired or replaced.

### **APPENDICES**

22. There are no appendices to this report.

### **BACKGROUND PAPERS**

23. There are no background papers included with this report.

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