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Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 28 September 2026
Time: 2.00 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)
Cllrs Nick Ireland (Chair), Richard Biggs (Vice-Chair), Steve Robinson, Gill Taylor and Ben Wilson

Chief Executive: Catherine Howe, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic & Governance Services Meeting Contact lindsey.watson@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. If you would like to attend this meeting and have any specific requirements please contact the Democratic Services Officer named above.

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Agenda

To consider any items of business which the Chair 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.

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Shareholder Committee for Care Dorset Holding Ltd

28 September 2026

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 31 MARCH 2026 (18-MONTH REPORTING PERIOD)

For information and assurance

Report author: Lisa Evans

Title: Chief Finance Officer

Email: lisa.evans@caredorset.co.uk

Date: 15 September 2026

Report status: **PUBLIC**

Executive summary:

The paper summaries the audited annual accounts for the 18 months ending 31 March 2026.

Recommendation(s):

The shareholder is asked to note the contents of this report and accounts as the shareholder representatives.

Reason for Recommendation(s):

The committee has responsibility for overseeing the performance and governance of Care Dorset and the receipt and acknowledgement of the annual accounts by the shareholder enables review of the Care Dorsets financial health as of 31 March 2026.

FINANCIAL RESULTS

1. Care Dorset made a small profit of £40,592 on revenue of £48,795,217. Gross profit has increased from 14% to 14.5% of turnover – reflecting improved control over direct cost base.
2. Most of our revenue comes from Dorset Council to fund our block contract and our registered reablement services from the Better Care Fund via Dorset Council. Other

revenues accounted for 6.7% of total revenue and as such we are significantly within the Teckal procurement threshold of 80% of revenues coming from the entity's owner authority.

3. During the 18 month we opened our extra care service in Gillingham and our new supported living service in Weymouth.

4. Care Dorsets most significant cost is pay, £36,169,961. Care Dorset employed 812 colleagues, of which 777 were in our service operation, 29 in management/Administration and 6 Company Directors.

5. The reliance on agency staff continued to reduce and we are reporting a 22% reduction on the previous reporting period.

6. The next most significant cost to Care Dorset is property and equipment costs, with property rent totalling £2,642,014, of which £2,296,479 relates to rent for Dorset Council Property and bought back services from Dorset Council of around £1,183,681.

7. As of 31 March 2026, Care Dorset Holding Ltd had cash in the bank of £2.4 million. Debtors were £1.5million. Creditors were £3.4 million, the most significant of which £974k were Dorset Council utilities which were billed at year end and property rent outstanding of £775k.

8. Care Dorset continued to make good progress during the year. The reported small profit of £40k, reflects management of the National Insurance cost pressure increase for 12 months of the reporting period, £500k of efficiency savings returned to Dorset Council and ongoing cost control measures.

APPENDICES

9. Annual Report and Consolidated Financial Statements for the year ending 31 March as submitted to Companies House.

Care Dorset Holding Limited

Annual Report and Consolidated Financial Statements
Period from 1 October 2024 to 31 March 2026

Registration number: 14208349

Care Dorset Holding Limited

Contents

Care Dorset Holding Limited

Company Information

Chief executive	C J Best
Directors	C J Brophy L J Evans N Rowland C M Tapster
Company secretary	L J Evans
Registered office	County Hall Colliton Park Dorchester Dorset DT1 1XJ
Auditors	PKF Francis Clark Statutory Auditor Towngate House 2-8 Parkstone Road Poole Dorset BH15 2PW

Care Dorset Holding Limited

Strategic Report

period from 1 October 2024 to 31 March 2026

The directors present their strategic report for the period from 1 October 2024 to 31 March 2026.

Overview
Care Dorset Holding is a local authority trading company (LATCo) wholly owned by Dorset Council. Care Dorset Holding commenced trading on 3 October 2022, following the transfer of activities from Tricuro Support Ltd, an LATC owned by Dorset Council and Bournemouth, Christchurch and Poole Council.

Care Dorset Holding holds the contractual relationship with Dorset Council commissioners as well as the property agreements and support services buy-back contracts with Dorset Council. Care Dorset Holding's wholly owned subsidiary, Care Dorset Limited, is responsible for all employees, holds CQC registration where appropriate and provides all the services to the people we support.

Principal activity
The principal activity of the group and company is the delivery of high-quality, person-centred care and support services. The organisation operates residential care homes and provides supported living, bed-based reablement, community reablement, day opportunities and Extra Care services across Dorset.

Support is provided to a range of people, including older adults and adults with learning disabilities and/or autism.

Fair review of the business
The group's key financial and other performance indicators during the period were as follows:

Financial KPIs	Unit	2026	2024
Revenue	£'000	48,470	31,919
Operating profit / (loss)	£'000	41	10
Cash at bank and in hand	£'000	2,381	5,159
Number of care staff		710	773

The revenue reflects an 18-month period, for an equivalent 12 month period sales are 2% higher than the previous financial year with increased private funding across registered care and increased occupancy at our extra care service. The number of colleagues has fallen over the reporting period in line with the reduction in one registered care home since 2024.

Principal risks and uncertainties
The Board regularly reviews the principal risks and uncertainties facing the organisation.

The key risks relate to changes in policy and commissioning arrangements, financial pressures arising from the wider economic environment, and the condition and sustainability of the estate.

The Board monitors these risks through its governance framework and committee structure and implements appropriate mitigation plans to manage their potential impact on the organisation.

Approved by the Board on 21/09/2026 and signed on its behalf by:

[redacted]
C J Best
Chief executive

[redacted]
L J Evans
Company secretary and director

Care Dorset Holding Limited

Directors' Report

Period from 1 October 2024 to 31 March 2026

The directors present their report and the consolidated financial statements for the period from 1 October 2024 to 31 March 2026.

Directors of the group
The directors who held office during the period were as follows:

C J Best - Chief executive

A L Billany (resigned 31 January 2026)

C J Brophy

L J Evans - Company secretary and director (appointed 1 April 2025)

N Rowland

C M Tapster

P F J Oliver (resigned 31 March 2025)

Going concern
The Directors have assessed Care Dorset's ability to continue as a going concern for a period of at least 12 months from the date of approval of these financial statements. In making this assessment, consideration has been given to the organisation's financial position, cash flow forecasts, trading performance, contractual arrangements and principal risks and uncertainties.

Care Dorset continues to operate within a sufficiently stable commissioning environment, maintaining strong occupancy levels across its services and positive relationships with Dorset Council as shareholder, commissioner and strategic partner.

Although the organisation continues to face challenges arising from inflationary pressures, workforce costs, property-related risks and the wider economic environment, the Directors are satisfied that appropriate plans and mitigations are in place to manage these risks. Based on the forecasts and assumptions reviewed, the Directors have a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the foreseeable future.

Accordingly, the financial statements have been prepared on the going concern basis.

Disclosure of information to the auditor
Each director has taken steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Approved by the Board on ...21/09/2026...and signed on its behalf by:

....[redacted]........
C J Best
Chief executive

..........[redacted]
L J Evans
Company secretary and director

Statement of Directors' Responsibilities

The directors acknowledge their responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the company and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the company's transactions and disclose with reasonable accuracy at any time the financial position of the group and the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of Care Dorset Holding Limited

Opinion

We have audited the financial statements of Care Dorset Holding Limited (the 'parent company') and its subsidiaries (the 'group') for the period from 1 October 2024 to 31 March 2026, which comprise the Consolidated Profit and Loss Account, Consolidated Balance Sheet, Balance Sheet, Consolidated Statement of Changes in Equity, Statement of Changes in Equity, Consolidated Statement of Cash Flows, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 March 2026 and of the group's profit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent Auditor's Report to the Members of Care Dorset Holding Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group’s and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Independent Auditor's Report to the Members of Care Dorset Holding Limited

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the company. We gained an understanding of the company and the industry in which the company operates as part of this assessment to identify the key laws and regulations affecting the company. We enquired with management policies and procedures and made an appropriate team selection (ensuring competence and capability to recognise non-compliance). Key regulations we identified were those relating to the Care Quality Commission (CQC), health and safety regulations, employment law and also those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and tax legislation.

Management enquiries covered any knowledge or evidence of actual or potential fraud, litigation and claims which are followed up with corroborative audit review work. We also evaluated management incentives and opportunities for fraudulent manipulation of the financial statements. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

• Enquiries of management regarding their knowledge of any non compliance with laws and regulations that could affect the financial statements. As part of these enquiries we also discussed with management whether there have been any known instances of fraud.

• Reviewed Care Quality Commission reports, government contracts and legal and professional costs to identify any possible non compliance.

• Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

• Through our substantive purchase testing, we ensured that all transactions were appropriately classified in the accounts.

• Obtained contracts from outside the accounting system and agreed to income in the accounts, to ensure that contract income was complete and free from cut-off errors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate omissions, collusion, forgery, misrepresentations, or the override of internal controls. We are also less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements.

Independent Auditor's Report to the Members of Care Dorset Holding Limited

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

....
Daniel Tout FCA (Senior Statutory Auditor)
PKF Francis Clark, Statutory Auditor

Towngate House
2-8 Parkstone Road
Poole
Dorset
BH15 2PW

Date:.............................

Care Dorset Holding Limited

Consolidated Profit and Loss Account

Period from 1 October 2024 to 31 March 2026

	Note	Period ended 31 March 2026 £	30 September 2024 £
Turnover	3	48,795,217	31,919,031
Cost of sales		(41,721,444)	(27,449,159)
Gross profit		7,073,773	4,469,872
Administrative expenses		(7,033,181)	(4,463,625)
Other operating income		-	4,000
Operating profit	4	40,592	10,247
Profit before tax		40,592	10,247
Profit for the financial period		40,592	10,247
Profit/(loss) attributable to:			
Owners of the company		40,592	10,247

The group has no recognised gains or losses for the period other than the results above.

The notes on pages 16 to 28 form an integral part of these financial statements.

Care Dorset Holding Limited

Consolidated Balance Sheet

31 March 2026

	Note	Period ended 31 March 2026 £	30 September 2024 £
Fixed assets			
Intangible assets	9	37,855	5,662
Tangible assets	10	17,536	9,142
		55,391	14,804
Current assets			
Debtors	12	3,850,464	2,280,190
Cash at bank and in hand	13	2,380,503	5,159,179
		6,230,967	7,439,369
Creditors: Amounts falling due within one year	14	(6,629,576)	(7,837,983)
Net current liabilities		(398,609)	(398,614)
Net liabilities		(343,218)	(383,810)
Capital and reserves			
Called up share capital	17	1	1
Profit and loss account		(343,219)	(383,811)
Equity attributable to owners of the company		(343,218)	(383,810)
Shareholders' deficit		(343,218)	(383,810)

Approved and authorised by the Board on .... and signed on its behalf by:

..[redacted].......
C J Best
Chief executive

Company Registration Number: 14208349

The notes on pages 16 to 28 form an integral part of these financial statements.

Care Dorset Holding Limited

Balance Sheet

31 March 2026

	Note	Period ended 31 March 2026 £	30 September 2024 £
Fixed assets			
Investments	11	1	1
Current assets			
Debtors	12	2,815,678	1
Cash at bank and in hand	13	223,051	1,038,944
		3,038,729	1,038,945
Creditors: Amounts falling due within one year	14	(3,685,408)	(1,721,797)
Net current liabilities		(646,679)	(682,852)
Net liabilities		(646,678)	(682,851)
Capital and reserves			
Called up share capital	17	1	1
Profit and loss account		(646,679)	(682,852)
Shareholders' deficit		(646,678)	(682,851)

The company has taken the exemption in section 408 of the Companies Act 2006 and has not presented its individual profit and loss account. The company made a profit after tax for the financial period of £36,173 (2024 - profit of £5,746).

Approved and authorised by the Board on .... and signed on its behalf by:

..[redacted].....
C J Best
Chief executive

Company Registration Number: 14208349

Care Dorset Holding Limited

Consolidated Statement of Changes in Equity

Period from 1 October 2024 to 31 March 2026

	Share capital £	Profit and loss account £	Total £	Total equity £
At 1 October 2024	1	(383,811)	(383,810)	(383,810)
Profit for the period	-	40,592	40,592	40,592
At 31 March 2026	1	(343,219)	(343,218)	(343,218)

	Share capital £	Profit and loss account £	Total £	Total equity £
At 1 October 2023	1	(394,058)	(394,057)	(394,057)
Profit for the period	-	10,247	10,247	10,247
At 30 September 2024	1	(383,811)	(383,810)	(383,810)

Care Dorset Holding Limited

Statement of Changes in Equity

Period from 1 October 2024 to 31 March 2026

	Share capital £	Profit and loss account £	Total £
At 1 October 2024	1	(682,852)	(682,851)
Profit for the period	-	36,173	36,173
At 31 March 2026	1	(646,679)	(646,678)

	Share capital £	Profit and loss account £	Total £
At 1 October 2023	1	(688,598)	(688,597)
Profit for the period	-	5,746	5,746
At 30 September 2024	1	(682,852)	(682,851)

The notes on pages 16 to 28 form an integral part of these financial statements.

Care Dorset Holding Limited

Consolidated Statement of Cash Flows

Period from 1 October 2024 to 31 March 2026

	Note	Period ended 31 March 2026 £	30 September 2024 £
Cash flows from operating activities			
Profit for the period		40,592	10,247
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	4	18,604	20,253
		59,196	30,500
Working capital adjustments			
Increase in debtors	12	(1,570,274)	(169,467)
(Decrease)/increase in creditors	14	(3,706,136)	1,032,745
Increase/(decrease) in deferred income	14	2,497,729	(2,208,162)
Net cash flow from operating activities		(2,719,485)	(1,314,384)
Cash flows from investing activities			
Acquisitions of tangible assets	10	(19,690)	-
Acquisition of intangible assets	9	(39,501)	-
Net cash flows from investing activities		(59,191)	-
Net decrease in cash and cash equivalents		(2,778,676)	(1,314,384)
Cash and cash equivalents at 1 October		5,159,179	6,473,563
Cash and cash equivalents at 31 March	13	2,380,503	5,159,179

1 General information

The company is a private company limited by share capital, incorporated in England and Wales.

The address of its registered office is:
County Hall
Colliton Park
Dorchester
Dorset
DT1 1XJ

2 Accounting policies

Summary of significant accounting policies and key accounting estimates
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance
These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

There are no material departures from FRS 102.

Basis of preparation
These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The presentational currency of the financial statements is pound sterling, and each number is rounded to the nearest pound.

Changes to FRS 102 in future periods
The Financial Reporting Council has published changes to FRS 102 which will take effect in next year's financial statements. The main rule changes are to revenue and leases.

There is no requirement to restate figures from previous years, so we do not expect any changes to the figures we report here for the period to 31 March 2026 or any earlier periods.

The main impact on figures for the year ended 31 March 2027 is that our main leases, will be brought onto the balance sheet - increasing both Tangible Fixed Assets and Lease Liabilities from 1 April 2026 onwards. Payments on these leases after 1 April 2026 will be classified as depreciation or interest payable.

Summary of disclosure exemptions
Care Dorset Holding Limited meets the definition of a qualifying group entity under FRS 102 and has therefore taken advantage of certain disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

Exemptions have been taken in relation to the presentation of the financial instruments and no separate company Statement of Cash Flows has been prepared.

The company has taken advantage of the exemption in Financial Reporting Standard 102 chapter 33 "Related Party Disclosure" and has not disclosed transactions with wholly owned group undertakings or wholly owned indirectly by the ultimate controlling party.

Change of accounting reference date
During the period, the Company changed its accounting reference date from 30 September to 31 March to align its reporting period with that of its parent undertaking.

Basis of consolidation
The consolidated financial statements consolidate the financial statements of the company and its subsidiary undertakings drawn up to 31 March 2026.

As a consolidated profit and loss account is published, a separate profit and loss account for the parent company is omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

A subsidiary is an entity controlled by the company. Control is achieved where the company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Inter-company transactions, balances and unrealised gains on transactions between the company and its subsidiaries, which are related parties, are eliminated in full.

Intra-group losses are also eliminated but may indicate an impairment that requires recognition in the consolidated financial statements.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group. Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the group’s equity therein.

Going concern

The Directors have assessed Care Dorset's ability to continue as a going concern for a period of at least 12 months from the date of approval of these financial statements. In making this assessment, consideration has been given to the organisation's financial position, cash flow forecasts, trading performance, contractual arrangements and principal risks and uncertainties.

Care Dorset continues to operate within a sufficiently stable commissioning environment, maintaining strong occupancy levels across its services and positive relationships with Dorset Council as shareholder, commissioner and strategic partner.

Although the organisation continues to face challenges arising from inflationary pressures, workforce costs, property-related risks and the wider economic environment, the Directors are satisfied that appropriate plans and mitigations are in place to manage these risks. Based on the forecasts and assumptions reviewed, the Directors have a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the foreseeable future.

Accordingly, the financial statements have been prepared on the going concern basis.

Judgements

There are no key judgements used in the preparation of these accounts.

Key sources of estimation uncertainty

There are no key sources of estimation uncertainty.

Revenue recognition

Turnover comprises the fair value of the consideration received or receivable for the provision of residential and domiciliary care services provided during the year. It is recognised at the point the service is provided. Any income received in advance of the services being provided are deferred until the service is provided. Turnover is shown net of value added tax, returns, rebates and discounts and after eliminating sales within the company.

The group recognises revenue when the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to the entity.

Tangible assets

Care Dorset has a policy to capitalise assets with an individual value of over £10,000.

Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	**Depreciation method and rate**
Furniture and fittings	4 years straight line

Intangible assets

Software has a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life as follows:

Asset class	Amortisation method and rate
Software	2 years straight line

Defined contribution pension obligation
A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Employee benefit obligations
Care Dorset Limited is an admitted body within the Local Government Pension Scheme, a defined benefit scheme administered by Dorset County Council.

Some members of Care Dorset staff are members of the LGPS pension scheme. This is a defined benefit scheme providing members with benefits related to pay and length of service. The scheme is as follows;

The Local Government Pension Scheme (LGPS) for Care Dorset staff is administered by Dorset Council. This is a funded scheme, meaning that the company and the employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013, is contracted out of State Second Pension and currently provides benefits based on career average revalued salary and length of service in retirement.

The administering authority for the fund is Dorset Council. The Pension Fund Committee oversees the management of the fund whilst the day-to-day administration is undertaken by a team within the administering authority. Where appropriate some functions are delegated to the fund's professional advisers.

As administering authority to the fund, Dorset Council, after consultation with the Fund Actuary and other relevant parties, is responsible for the preparation and maintenance of the Funding Strategy Statement and the Statement of Investment Principles. These should be amended when appropriate based on the Fund's performance and funding.

Contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The actuarial valuation of the Fund was carried out as at 1 June 2023 and determined contributions for the period 1 April 2023 to 31 March 2025.

The company's pensions are accounted for as defined contributions plans under which the company pays fixed contributions into the Dorset County Pension Fund. The company has no legal or constructive obligation to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employees benefits relating to employee Service in the current and prior periods. Thus, the amount of the post-employment benefits received by the employees is determined by the amount of contributions paid by an entity (and perhaps also the employees) to a post-employment benefit plan or to an insurer, together with investment returns from the contributions. The defined benefit pension liability is therefore held on the balance sheets of the shareholders of the company.

Financial instruments
Classification
The company holds the following financial instruments:

• Short term trade, intercompany and other debtors and creditors;
• Cash and bank balances.

All financial instruments are classified as basic.

Recognition and measurement
The company has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the company's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transaction costs, and are subsequently carried at the undiscounted amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

3 Turnover

The analysis of the group's Turnover for the period from continuing operations is as follows:

	Period ended 31 March 2026 £	30 September 2024 £
Rendering of services, UK	48,795,217	31,919,031

4 Operating profit

Arrived at after charging/(crediting)

	Period ended 31 March 2026 £	30 September 2024 £
Depreciation expense	11,296	3,428
Amortisation expense	7,308	16,825
Operating lease expense - property	333,694	256,374
Operating lease expense - motor vehicles	12,012	35,584
Operating lease expense - tenancy at will	2,296,479	1,959,211

5 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	Period ended 31 March 2026 £	30 September 2024 £
Wages and salaries	30,517,077	19,797,383
Social security costs	3,455,849	1,684,678
Pension costs, defined contribution scheme	2,197,035	1,854,272
	36,169,961	23,336,333

The average number of persons employed by the group (including directors) during the period, analysed by category was as follows:

	Period ended 31 March 2026 No.	30 September 2024 No.
Care staff	710	773
Management and administration	29	25
Reablement	67	68
Directors	6	6
	812	872

6 Directors' remuneration

The directors' remuneration for the period was as follows:

	Period ended 31 March 2026 £	30 September 2024 £
Remuneration	443,610	316,382
Contributions paid to money purchase schemes	11,636	7,920
	455,246	324,302

In respect of the highest paid director:

	Period ended 31 March 2026 £	30 September 2024 £
Remuneration	219,089	146,054
Company contributions to money purchase pension schemes	6,525	4,350

7 Auditor's remuneration

	Period ended 31 March 2026 £	30 September 2024 £
Audit of these financial statements	25,750	24,750

8 Taxation

The tax on profit before tax for the period is lower than the standard rate of corporation tax in the UK (2024 - lower than the standard rate of corporation tax in the UK) of 25% (2024 - 25%).

The differences are reconciled below:

	Period ended 31 March 2026 £	30 September 2024 £
Profit before tax	40,592	10,247
Corporation tax at standard rate	10,148	2,562
Deferred tax credit from unrecognised tax loss or credit	(10,148)	(2,562)
Total tax charge/(credit)	-	-

9 Intangible assets

Group

	Software £	Total £
Cost		
At 1 October 2024	33,650	33,650
Additions acquired separately	39,501	39,501
At 31 March 2026	73,151	73,151
Amortisation		
At 1 October 2024	27,988	27,988
Amortisation charge	7,308	7,308
At 31 March 2026	35,296	35,296
Carrying amount		
At 31 March 2026	37,855	37,855
At 30 September 2024	5,662	5,662

10 Tangible assets

Group

	Furniture, fittings and equipment £	Total £
Cost		
At 1 October 2024	13,713	13,713
Additions	19,690	19,690
At 31 March 2026	33,403	33,403
Depreciation		
At 1 October 2024	4,571	4,571
Charge for the period	11,296	11,296
At 31 March 2026	15,867	15,867
Carrying amount		
At 31 March 2026	17,536	17,536
At 30 September 2024	9,142	9,142

11 Investments

Company

Subsidiaries	£
Cost	
At 1 October 2024	1
Carrying amount	
At 31 March 2026	1
At 30 September 2024	1

Details of undertakings

Details of the investments (including principal place of business of unincorporated entities) in which the company holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Registered office	Holding	Proportion of voting rights and shares held 2026	2024
Subsidiary undertakings				
Care Dorset Ltd	County Hall, Colliton Park, Dorchester, England, DT1 1XJ England and Wales	Ordinary	100%	100%

12 Debtors

	Group		Company	
	Period ended 31 March 2026 £	30 September 2024 £	Period ended 31 March 2026 £	30 September 2024 £
Trade debtors	3,059,741	279,132	2,815,677	-
Other debtors	114,820	111,301	1	1
Prepayments	576,205	1,221,369	-	-
Accrued income	99,698	668,388	-	-
	3,850,464	2,280,190	2,815,678	1

13 Cash and cash equivalents

	Group		Company	
	Period ended 31 March 2026 £	30 September 2024 £	Period ended 31 March 2026 £	30 September 2024 £
Cash on hand	6,509	6,509	-	-
Cash at bank	2,373,994	5,152,670	223,051	1,038,944
	2,380,503	5,159,179	223,051	1,038,944

14 Creditors

	Group		Company	
	Period ended 31 March 2026 £	30 September 2024 £	Period ended 31 March 2026 £	30 September 2024 £
Due within one year				
Trade creditors	1,563,966	3,028,807	-	-
Amounts due to group undertakings	-	-	431,280	559,188
Social security and other taxes	1,317,281	1,315,396	907,730	1,018,366
Outstanding defined contribution pension costs	190,604	187,736	-	-
Other creditors	152,800	207,136	-	144,243
Accruals	849,098	3,040,810	-	-
Deferred income	2,555,827	58,098	2,346,398	-
	6,629,576	7,837,983	3,685,408	1,721,797

15 Obligations under leases and hire purchase contracts

Group

Operating leases
The total of future minimum lease payments is as follows:

	Period ended 31 March 2026 £	30 September 2024 £
Not later than one year	228,560	290,994
Later than one year and not later than five years	881,593	898,567
Later than five years	1,485,000	1,815,000
	2,595,153	3,004,561

The amount of non-cancellable operating lease payments recognised as an expense during the period was £345,706 (2024 - £291,958).

There is rental expenditure in the accounts totalling £2,296,479 (2024: £1,959,211) which is under a tenancy at will agreement. The agreement states that the occupier can choose to or be asked to vacate the properties at any time, meaning that there is no commitment for these properties.

16 Pension and other schemes

Defined contribution pension scheme

The group operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the group to the scheme and amounted to £2,197,035 (2024 - £1,854,272).

Contributions totalling £190,604 (2024 - £187,736) were payable to the scheme at the end of the period and are included in creditors.

17 Share capital

Allotted, called up and fully paid shares

	31 March 2026		30 September 2024	
	No.	£	No.	£
Ordinary shares of £1 each	1	1	1	1

Rights, preferences and restrictions

Ordinary have the following rights, preferences and restrictions:
The owner of the share has full rights regarding voting, payment of dividends and distributions.

18 Parent and ultimate parent undertaking

The controlling party is Dorset Council.

19 Related party transactions

Group

During the year, the group made sales totalling £46,544,569 (2024 - £29,964,680) and purchases totalling £8,126,912 (2024 - £4,541,875) to Dorset Council. At the year end, the group owed £1,406,430 (2024 - £2,790,195). At year end, £2,815,677 (2024 - £nil) was included in trade debtors.

During the year, the group made purchases totalling £42,655 (2024 - £31,488) to an entity controlled by a director. At the year end, the group owed £nil (2024 - £4,560).

Company

During the year, Care Dorset Holding Limited made sales totalling £43,192,501 (2024 - £29,369,259) to Dorset Council. At year end, £2,815,677 (2024 - £nil) was included in trade debtors.

Key management compensation

	Period ended 31 March 2026 £	30 September 2024 £
Salaries and other short term employee benefits	715,058	491,152