



Shareholder Committee for Care Dorset Holdings Ltd

Date: Thursday, 29 June 2023
Time: 10.00 am
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.

For easy access to all the council's committee agendas and minutes download the free public app called Modern.Gov for use on any iPad, Android, and Windows tablet. Once downloaded select Dorset Council.

Agenda

Item		Pages
1.	APPOINTMENT OF CHAIR AND VICE-CHAIR	
	Following the recent Cabinet re-shuffle and subsequent change of membership to the Shareholder Committee, a new Chair and Vice-Chair are to be appointed by the Leader of the Council.	
2.	APOLOGIES	
	To receive any apologies for absence.	
3.	MINUTES	5 - 8
	To confirm the minutes of the previous meeting.	

4. 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.

5. 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 Monday 26 June 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.

6. 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 by 8.30am on Monday 26 June 2023.

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

7. TERMS OF REFERENCE 9 - 12

To note the terms of reference for the Shareholder Committee.

8. DORSET COUNCIL OPERATIONAL UPDATE 13 - 18

To consider the report.

9. APPOINTMENT OF CHAIRMAN OF THE BOARD OF DIRECTORS 19 - 26

To consider the report.

Please note: This Item has a confidential appendix and should Members therefore wish to discuss it, the Committee will need to do so in exempt session.

10. CHANGE TO CARE DORSET FINANCIAL YEAR 27 - 28

To consider the report.

11. CARE DORSET UPDATE 29 - 66

To receive a presentation from Care Dorset Holdings Ltd.

Please note: a separate confidential report is due to be considered as exempt business.

12. FORWARD PLAN 67 - 72

To consider the draft Forward Plan.

13. 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.

14. 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) 1 and 3 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.

15. Care Dorset Update

73 - 84

Para 3

To consider the exempt report.

16. Remuneration Strategy

85 - 92

Para 3

To consider the exempt report.



SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON WEDNESDAY 12 APRIL 2023

Present: Cllrs Andrew Parry (Vice-Chairman), Gary Suttle and Peter Wharf (Chairman)

Also present: Cllr Jane Somper

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

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)

Jonathan Mair (Director of Legal and Democratic and Monitoring Officer)

Tony McDougal (Communications Business Partner - Adults and Housing)

Matt Prosser (Chief Executive)

Karen Stephens (Interim Head of Service for Market Relationships, Major Contracts and Over 65's)

Steve Veevers (Managing Director - Care Dorset)

22. **Apologies**

Apologies for absence were received from Cllrs Laura Beddow and Spencer Flower.

23. **Minutes**

The Minutes of the meeting held on 19 December 2022 were signed and confirmed as a correct record.

24. **Declarations of Interest**

No declarations were made.

25. **Public Participation**

No public statements or questions had been received.

26. **Councillor Questions**

No councillor questions had been received.

27. **Forward Plan**

The Shareholder Committee discussed the forward plan and the following items were added:

- Policies and Procedures – TBC
- Financial Outturn Report – December 2023

28. **Urgent Items**

There were no urgent items.

29. **Exempt Business**

It was proposed by Cllr Andrew Parry and seconded by Cllr Gary Suttle:

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 paragraphs 1 and 3 of schedule 12 A to the Local Government Act 1972 (as amended).

30. **Dorset Council Operational Update**

The Interim Head of Service for Market Relationships, Major Contracts and Over 65's introduced the report which provided an update on the activity undertaken by the Commissioners and Care Dorset since December 2022.

There were no member questions or comments that needed responding to.

The Chairman joined Members in thanking Officers for the comprehensive report and for the work that both the Commissioning Team and Care Dorset had undertaken so far.

Noted

31. **Care Dorset Update**

The Managing Director of Care Dorset introduced the report which provided a company update in regard to its operations, successes and challenges.

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

- In the future, as much of the Care Dorset Update reports would be made publicly available to ensure transparency. Any information that was considered confidential would be appended to the public report for the Shareholder Committee only.
- Care Dorset had made positive progress since its inception which could be evidenced by good outcomes for its users.

- A launch was being planned for October 2023, one year after the establishment of the company.
- Colleague surveys were paper-based or offered in the form of drop-in sessions which allowed better engagement with the colleagues as they were often unable to access emails during the working day. Feedback so far had been highly positive.
- In terms of recruitment, Care Dorset was running targeted recruitment campaigns across the care sector, as opposed to advertising “everywhere”, which had paid dividends so far in terms of recruiting a dedicated workforce and ensuring the delivery of positive outcomes for service users.
- Care Dorset was investing significantly in its workforce and it had identified the importance of making the care sector a desirable place to work in.

Noted

32. Care Dorset Remuneration Policy

The item was deferred at the request of the Managing Director for Care Dorset due to the complexities involved in ensuring that this policy was robust and compliant with the requirements as set out within the shareholder agreement.

RESOLVED

That the item be deferred until the next meeting.

33. Care Dorset Business Plan

The Managing Director of Care Dorset introduced the proposed Business Plan for 2023/24 to be approved and set out the longer-term ambitions for developing a 3-5 year business plan for adoption in 2024.

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

- This was a “light-touch” business plan which would span for an initial one-year period. A longer-term business plan, spanning a period of 3-5 years, would be developed over the coming months and would be presented to shareholders at a later date.
- As Care Dorset had been established as a Local Authority Trading Company with the council as its one and only shareholder, there was no requirement for it to make a profit, which meant that greater risks could be taken in order to meet the council’s care objectives, providing it was doing so on a cost neutral basis.
- The long-term business plan would be co-produced by the Council’s commissioning team and Care Dorset and it was noted that members would need to be actively involved in its development to ensure that it was fit for purpose and aligned with the Council’s strategy.

- The Managing Director explained that Care Dorset was committed to ensuring that the company was successful in terms of service delivery whilst providing value for money for Dorset residents. It was highlighted that there may be times where conflicts between these two objectives occurred and a view would need to be taken as to what took priority.
- Care Dorset was working alongside council colleagues to ensure that there was a reliable suite of data that could be monitored, which would allow greater transparency and ability to measure against specified targets. Positive outcomes were highly valued by Care Dorset it strived to ensure that this was a key measure in all that it did.
- Care Dorset was working to be an efficient organisation, although consideration was needed in terms of the impacts of decisions taken on people, particularly service-users and staff. Capital investment would form a large part of the full business plan.
- There were a few options for managing surplus income, which would be discussed in the coming months.
- Officers had worked hard to ensure that all data that had been supplied by the predecessor organisation was available to Care Dorset and was utilised in a way that would assist it in delivering its key objectives. It was highlighted that not all data had been forthcoming for various reasons, but officers were continuing to gather such data.
- Workshops would be planned to ensure that commissioning strategies were aligned with the ambitions of Care Dorset in order to secure positive outcomes for all service users.

RESOLVED

That the Care Dorset 2023/24 Business Plan be adopted.

Duration of meeting: 10.00 - 10.58 am

Chairman

.....

The Shareholder Committee for Care Dorset Holdings Limited

Terms of Reference

1. Role/Terms of Reference and Membership

- a. The Shareholder Committee for Care Dorset Holdings Limited shall be primarily responsible for the following delegated functions except where specific functions have been delegated to an Officer:
 - monitoring the performance of Care Dorset Holdings Limited (including in relation to Business Plans and associated budgets);
 - monitor the business affairs, finances, and accounts of Care Dorset Holdings Limited;
 - overseeing the strategic direction of Care Dorset Holdings Limited or proposed and adopted business plans and budgets for future years to be presented in draft as they are developed or the review of future service developments and opportunities;
 - considering the risks and opportunities faced by Care Dorset Holdings Limited and impact on the Council (including, for example, in relation to commercial factors, governance issues, and health and safety records);
 - monitoring Care Dorset Holdings Limited compliance with relevant legislation;
 - assuring that Care Dorset Holdings Limited status as a 'Teckal' company is maintained;
 - taking decisions that relate to any matter identified as being reserved to be taken by the Shareholder ("Reserved Matters") listed within Appendix 1, within the Articles of Associations and/or the Shareholder Agreement for Care Dorset Holdings Limited. Provided that where a decision affects the Council budgetary framework the Shareholder Committee will consider the decision and provide a recommendation to Full Council.
 - exercising the Shareholders reserve power by Special Resolution (in accordance with the Articles of Association).
 - reporting and making recommendations to the Cabinet on areas outside of the Shareholder Committee's delegated authority.
 - reporting to Full Council annually on the performance of the trading activities of Care Dorset Holdings Limited.
 - reviewing these Terms of Reference annually and make any necessary recommendations to Cabinet.
- b. The Shareholder Committee will not have operational control over Care Dorset Holdings Limited. All decisions regarding the day to day operation and management of Care Dorset Holdings Limited rests with the Care Dorset Holdings Limited board of directors, which must ensure that Care Dorset Holdings Limited business is conducted in accordance with the terms of the Shareholders' Agreement entered into between the Council and Care Dorset Holdings Limited (Shareholders' Agreement) and in accordance with Care Dorset Holdings Limited Articles of Association.
- c. The Shareholder Committee shall comprise of 5 Members drawn from the Cabinet to be appointed by the Leader of the Council/Cabinet.
- d. The quorum of the Shareholder Committee shall be 3 Members.
- e. There shall be no power to appoint substitutes to the Shareholder Committee.
- f. The Chief Executive, Section 151 Officer, Monitoring officer and Executive Director People – Adult (or their nominees) will be advisors to the Shareholder Committee.

Additional advisors and Care Dorset Holdings Limited officers and directors may be invited to attend the Shareholder Committee as required.

2. Appointment of Chairman and Vice-Chairman

The Leader of the Council/Cabinet will appoint the Chairman and Vice-Chairman of the Shareholder Committee.

3. Meetings

- a. The number of ordinary meetings of the Shareholder Committee each year will normally be quarterly unless otherwise determined by the Leader of the Council.
- b. The Chairman of the Shareholder Committee shall have the power to call one or more special meeting(s) of the Shareholder Committee.
- c. The Chairman of the Shareholder Committee may determine that a meeting should be cancelled for insufficient business.

4. Delegated powers and powers of recommendation of the Shareholder Committee

- a. The Shareholder Committee shall have the powers as set out in Functions of the Council - Part 3(1) of the Constitution.
- b. For the avoidance of doubt the Shareholder Committee can delegate any of their powers to any Officer.

Appendix 1

Schedule 2 - Matters requiring Shareholder Consent (Reserved Matters)

- 1 The following matters must be determined by the Shareholder for the Company:
 - 1.1 issue or allot any share capital;
 - 1.2 alter or amend the articles of association
 - 1.3 issue or amend any share or shareholder rights
 - 1.4 appoint the Director to act as Chair; (and provide any written objections to the appointment of Chair of Care Dorset)
 - 1.5 make any commercial loan or grant any credit or giving any guarantee or indemnity other than in accordance with the Business Plan or in the normal course of business;
or
 - 1.6 make any borrowing (other than normal trade credit);
 - 1.7 change its financial year end;
 - 1.8 create or permit to be created any mortgage, charge, encumbrance or other security interest whatsoever on any asset or its business in whole or in part;
 - 1.9 adopt or amend save in accordance with clause 8 (Business Plan), or engage in activity outside of its annual Business Plan or enter into any contract or commitment not provided for in the Business Plan under which it may incur costs in excess of £100,000 (one hundred thousand pounds);
 - 1.10 form any Subsidiary or acquire shares in any other company or participate in any partnership or joint venture (incorporated or not);
 - 1.11 amalgamate or merge with any other company or business undertaking;
 - 1.12 alter its name;
 - 1.13 relocate its principal place of business or head office outside of the Dorset Council area;
 - 1.14 approval of the Remuneration Policy and any subsequent variations (save any minor or technical changes that would be reported to the next shareholder committee meeting) to the Remuneration Policy. Remuneration Policy to include:
 - 1.14.1 any profit-sharing, share option, bonus or other incentive scheme of any nature for directors, officers or employees;

- 1.14.2 amending in any material respect the terms and condition on which any employee of the Company is employed;
- 1.14.3 except where the restructure is approved in the Business Plan, dismiss any director, officer or employee in circumstances in which it incurs or agrees to bear redundancy or other costs in excess of £40,000 (forty thousand pounds);
- 1.15 agree to amend remuneration (by payment of fees, the provision of benefits-in-kind or otherwise) any director, employee or consultant to the Company save in accordance with the Remuneration Policy;
- 1.16 make any agreement with any revenue or tax authorities or make any claim, disclaimer, election or consent exceeding £25,000 for tax purposes in relation to the Company or its business;
- 1.17 change the nature of the Business or commence any new business except where the new business is included in the Business Plan;
- 1.18 make or permit to be made any change in the accounting policies and principles adopted in the preparation of its audited or management accounts except as may be required to ensure compliance with relevant accounting standards under the Companies Act 2006 or any other generally accepted accounting principles in the United Kingdom;
- 1.19 Subject to 1.19.1 and 1.19.2, institute, settle or compromise any material legal proceedings instituted or threatened against it or submitting any dispute to arbitration or alternative dispute resolution exceeding £20,000 (twenty thousand pounds).
 - 1.19.1 This provision shall not apply to any legal proceedings, arbitration or alternative dispute resolution between the Company and the Council;
 - 1.19.2 This provision shall not prevent or restrict the Company pursuing the collection of debts due to the Company
- 1.20 make any acquisition, disposal, or structural modifications of any property asset(s), leases or land interests except where these are set out in the Business Plan or creating a liability of less than £100,000 (one hundred thousand pounds);
- 1.21 enter into an agreement to do any of the above.

Care Dorset Shareholder Committee 29 June 2023 Dorset Council Operational 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:

Care Dorset is a significant part of the Council's portfolio of commissioned services, and a key partner for transforming 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, in line with the Council's adult social care commissioning strategies, "Commissioning for A Better Life".

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.
3. The Committee note the progress on improving data flows between Care Dorset and the Council, and the continued work that is underway on this.

Reason for Recommendation:

This report follows the update on activity submitted to the last Share Holder Committee on 12 April 2023. Since then, Commissioners are pleased to report progress in a range of areas and can evidence plans to support development of

new specifications, key performance indicators, that will form the Contract and ultimately enable Care Dorset to deliver against key Commissioning priorities, as outlined in 'A Better Life' Commissioning Strategy.

1. Introduction

1.1 This report provides an update on work with Care Dorset since the last Shareholder Report.

2. Contract management

2.1 Regular contract management meetings continue to take place. The key theme explored in the last session in May 2022 was around data reporting. Care Dorset presented dashboards that had been developed, and a useful discussion took place about how they could be further developed to better support the contract relationship and commissioning decisions about the future development of services.

2.2 The development of the data picture continues to be recognised as a key priority to support planning for the future by both parties, and is being actively supported by the Council's Business Intelligence service. Commissioners have highlighted that a robust picture of day services' usage and reablement throughput/outcomes are key priorities for reporting.

2.3 Outside of the contract management meetings, there have been a number of thematic service development discussions, as flagged at the last Shareholder Panel. Some of the output from these discussions is outlined elsewhere in this report.

2.4 There are a series of active discussions between commissioners, the Council's Property Services team, and Care Dorset. Care Dorset are keen to re-base the occupation agreements for the buildings that they are occupying. This is recognised as a legacy issue with Tricuro, and ensuring clarity between the Council and Care Dorset on responsibility for external and internal maintenance will be important in the context of any maintenance backlog. It will require condition surveys to be undertaken to ensure clarity about which maintenance responsibilities fall to the landlord and which to the tenant. A director level meeting is scheduled for 15 June to move this forward.

2.5 Broadly, the development of a set of specifications, with associated key performance indicators, is underway to enable the agreement of a more representative contract with Care Dorset for its services.

3. Day services

- 3.1 Commissioners continue to move forward with shaping the future strategy for day opportunities, in line with the intentions set out in Commissioning for A Better Life for Adults, and approved by Cabinet. A working group, involving the Dorset Care Association and a local independent sector provider, as well as Care Dorset and a number of relevant Council colleagues, is meeting to take this forward.
- 3.2 Care Dorset is reporting through its data analysis that need levels in the people using the day centres are higher than initially assessed by the Council, to the extent that the contract is overperforming. It will be important that we arrive at a jointly agreed picture on this, between commissioners and Care Dorset, so that we can take decisions about the future of these services on the basis of the full picture. There is a variable picture across the different centres which is particularly important to understand for any future decision-making.
- 3.3 Alongside this, the Overview Committee has completed its short review of day opportunities, and formed some recommendations. Commissioners are working through these, with the Cabinet Member, and forming a plan about how to begin taking them forward with partners. In particular, the Committee has recommended some centres for priority review because of low usage, which will need further analysis to strengthen the picture, particularly given the emerging information from Care Dorset in 3.2 above, and the outstanding question of how many self-funders and direct payment holders are accessing Care Dorset centres outside of the block contract.
- 3.4 Arriving at an agreed position in the next 3 months is important if we are to move this forward this year. Full statutory consultation will be required on any proposals to change service configurations, as well as a prioritised approach to reviews of the care needs of those individuals using the centres currently. There is a great opportunity to modernise and reform the offer in day services through Care Dorset, seeing it as a core part of an expanded and developed community-embedded approach. However, the key stumbling block at the moment remains not having the clear and agreed picture of need and delivery that can allow us to draw up a

consultation proposal for a future configuration. Commissioners continue to work on this with Care Dorset as a priority.

4. Shared Lives

- 4.1 Commissioners have met with Care Dorset to invite them to submit a proposal for operating the county's Shared Lives service. This is a service in which people are funded to offer their homes and a support service to people with disability or frailty, and is an important 'accommodation with care' option that we want to see grown locally.
- 4.2 Care Dorset are reviewing the data, and have been given a service descriptor to support their consideration. The vision would be to transfer the service 'as is', with its main focus being on learning disability support, and then to begin to build enhanced LD respite offers, as well as a support offer for older people leaving hospital on 'pathway zero'.

5. Reablement beds

- 5.1 The developments outlined in the last shareholder report continue to bear fruit. The repurposing of existing residential care beds continues to be having system impact. The last report available at the point of compiling this report suggested 83% of referrals were accepted, and 92% were responded to within 48 hours (the remainder coming in at the end of the reporting period and not yet having a response time recorded). Issues with non-acceptance of referrals are generally where the homes cannot accommodate the equipment needed to meet the person's care needs.
- 5.2 Overall across the system, we are reporting through the Better Care Fund that reablement performance did not meet target in 2022/23, with 79% of people remaining at home 91 days after a hospital discharge support by Reablement, where the target is 85%. However, it is important to note that this was the year overall in which the transfer took place, and the positive news is that by the end of the final quarter of the year performance was rising to meet the target. The ambitious programme that we have assembled to reform reablement and out-of-hospital support will be described in our Better Care Fund narrative plans for the current year.
- 5.3 More broadly, we continue to work with Care Dorset to maintain an oversight of the vacancy rates in the block-contracted beds in the care homes in their portfolio.

6. Adult Social Care Peer Review

- 6.1 Whilst the outcomes from the Peer Review will be reported elsewhere, it is worth placing on record thanks to Care Dorset for the active participation of senior managers in some of the sessions with the Peer Reviewers. The favourable overall feedback was undoubtedly enhanced by all partner contributions, so they were appreciated by Council colleagues.

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.

This page is intentionally left blank

Report to Care Dorset Shareholder Committee, June 2023

Appointment of Chair to the Board of Directors

Purpose

1. The purpose of this paper is to ask the Shareholder to approve the appointment of Caroline Tapster as the Chair of the Board of Directors at Care Dorset. This follows a robust recruitment process that culminated in an assessment day that was held on Tuesday 6 June 2023.
2. This paper also sets out the process that was undertaken to arrive at this recommendation.

Background

3. Following the resignation of the former chair, Care Dorset has had an interim chair arrangement with Caroline Tapster since October 2022. This followed the request to provide a period of stability and support a period of stability, allowing a recruitment process for the Chair over a sensible timescale, to that of June 2023.
4. At the meeting of the Board of Directors for Care Dorset, on 27 March 2023, it was decided that the recruitment would be managed internally as opposed to engaging an agency.
5. The advertisement for the role went live on 20 April and closed on 7 May 2023. Care Dorset's Lead Resourcing Partner undertook a headhunting exercise which generated greater interest and resulted in three shortlisted candidates, from over 20 interested candidates and 6 full enquiries on the role.
6. The Director of HR & OD undertook informal discussions with these applicants on Monday 15 May 2023 and made a recommendation to the Chair of the Remuneration and Nomination Committee to proceed three shortlisted candidates.
7. One of three candidates withdrew from the process prior to the assessment day citing personal and work commitment as the reason for his decision. He ultimately felt that the time commitments required to perform the role effectively would not be possible for him to achieve.

Selection process

8. The selection process took place on 6 June 2023 at a Care Dorset operational location. Care Dorset is committed to having excellent levels of involvement and engagement in our recruitment, so had planned and prepared a thorough and robust recruitment exercise that would evaluate a range of skills and measures for the Chair of the Board.
9. That process included four panels. These were a "technical panel" which was chaired by Steve Veevers (Managing Director) and panel members were Nikki Rowland (Non-Executive Director, Vice Chair to the Board

of Directors and Chair of the Remuneration and Nominations Committee) and Counsellor Jane Somper as a stakeholder representative.

10. The “technical panel” asked candidates eight questions relating to matters including board governance, diversity & inclusion, communication, and an exploration of the candidate’s experience.
11. The Board member panel was chaired by Andrew Billany and included Chris Brophy (Non-Executive Director) and Paul Oliver (Executive Director of Finance) and explored matters relating to realising Care Dorset’s ambition to be a different type of provider and one which supports the system, shareholder and the wider social care sector.
12. Two panels were formed for the people we support, colleagues and family members included three people we support from supported living and one from Castleman House (residential care home) as well as two family members and two colleagues. These panels were facilitated by the Operations Delivery Lead for day services and supported living.
13. The panels explored a range of topic areas to gain insight into the personalities of the candidates and their approach and focus on the people that receive care and support and those who are employed by Care Dorset.
14. All assessors across the four panels scored the two candidates using a consistent scheme.
15. Representatives from each of the panels provided comprehensive feedback on the candidates to aid the decision-making process.
16. Both candidates reported that they found the process to be extremely comprehensive, and enjoyable.
17. Panel members commented that the process enabled different aspects of the candidates to be assessed offering a rounded view of each individual.
18. Care Dorset believes that by having such a thorough and inclusive recruitment exercise, means that we have a very credible, experiences and suitable recommendation of the Chair, to put forward to the Shareholder Committee for agreement.

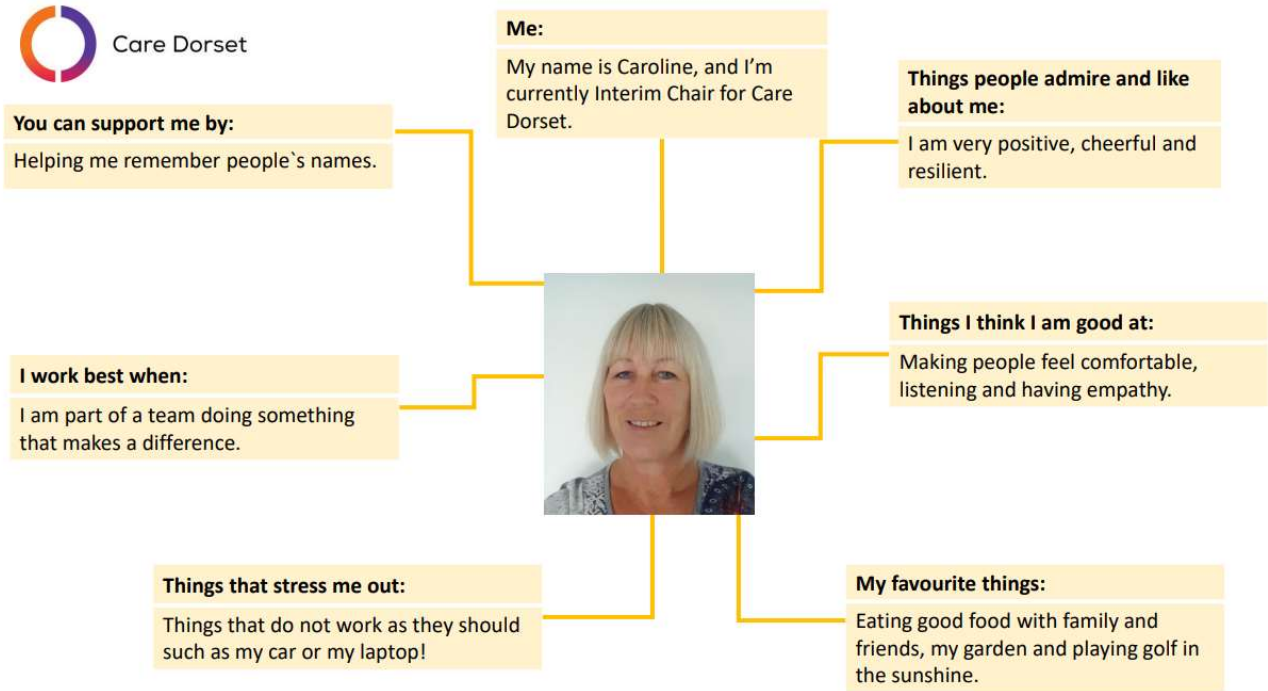
Recommendation

19. The Committee are asked to approve the appointment of Caroline Tapster as Chair of the Board of Directors for Care Dorset on an initial two-year term,
20. The Shareholder Committee is further asked to delegate 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.

Appendix

21. Appendix A is a copy of Caroline’s CV (Confidential Appendix).
22. Appendix B is a copy of Caroline’s One Page Profile.

Appendix B - Caroline Tapster One Page Profile



This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Report to Care Dorset Shareholder Committee, June 2023

Amendment of Annual Reporting dates for Companies House

Care Dorset Holding Ltd and Care Dorset Ltd Annual Return

Introduction

1. Due to the way that Dorset Council originally set up the group of companies that comprises Care Dorset, specifically that Care Dorset Ltd was registered with Companies House on 26 January 2022 and then Care Dorset Holding Ltd on 1 July 2022. This implies two different annual reporting dates, one in January and one in July, due to the inception dates.

Position

2. Care Dorset needed to address two issues in setting the reporting date for each company. First, we needed to harmonise the reporting date so that both companies' year-end was on the same date. Secondly, we needed to allow enough time to prepare for Care Dorset's annual report and accounts. The latter is particularly affected by Care Dorset's need to establish effective financial reporting and control systems for our first trading year, exacerbated by the previous provider's non-cooperation during the transfer and lack of due diligence information being shared with Dorset Council and Care Dorset.
3. Taking the two companies together, we could only extend the latest reporting date only to 30 June 2023.
4. Section 139 of the Companies Act 2013 requires Care Dorset's board to appoint its first auditors. Care Dorset's Board appointed PKF Francis Clark as auditor after a comprehensive selection process. Following the first appointment of auditor, shareholders appoint auditors through a resolution passed at the annual general meeting.
5. During the process of appointing auditors, it became clear that with four months between the year-end and the filing deadline of 26 October, there was a risk that the filing deadline would be hard to be met, with the complexities of the dual company (Holdings and Limited) as well as the residual risk from the transfer.
6. During our first audit planning meeting with PKF Francis Clark, the issue of the risk to the October filing date was raised. PKF Francis Clark proposed a solution to mitigate that risk.
7. It proposed Care Dorset file dormant accounts to 30 September 2022. Companies House recognise a company is dormant if it had no significant transactions - Care Dorset did not have an operating bank account until October 2022.
8. For absolute clarity, the dormant accounts would be for the period that Care Dorset was not trading, from initial inception until the week before going live and transferring the business from the previous provider. This meets the criteria and threshold for being dormant by Companies House.



9. Doing so means we can then file Care Dorset's first trading accounts as of 30 September 2023, allowing us to file our annual report with Companies House by June 2024, although there is nothing to prevent filing earlier if we are ready and wish to. Filing our first trading report shows Companies House the company is no longer dormant.
10. Taking the proposed approach allows us time to ensure our year-end report is robust and capable of being audited in good time and allows us to manage the risk to the filing deadline.
11. This proposed approach was agreed in principle and recommended for agreed by Shareholder on the 8 June 2023 at the Board of Directors meetings for Care Dorset. As a reserved matter, Care Dorset is seeking approval from our shareholder for a prudent move of our year end position to suitably conduct our audit in good time before filing a full year of accounts.
12. It has the added advantage of producing financial statements for a full 12 months for our first report, aiding comparison and making it easier for users in future years if we continue to report on 30 September. Should we wish, we can bring our filing date forward should we need to for later financial statements.
13. Through discussion with Dorset Council finance colleagues, changing Care Dorset's reporting date has no impact on Dorset Council as owners, should it wish to consolidate Care Dorset's accounts into its financial statements.

Recommendation

14. The Shareholder approves the recommendation of movement of our year end to 30 September 2023.
15. That the Shareholder notes that Care Dorset will file dormant accounts for the period up to 30 September 2022 with Companies House.



Care Dorset

Page 29

Care Dorset – Shareholder update report

June 2023

Agenda Item 11

Who are we

Our Board: Non-Executive Directors

Meet the Care Dorset Board

Page 30



Non-Executive Director
Chris Brophy



Non-Executive Director
Caroline Tapster



Non-Executive Director
Nicola Rowland



Non-Executive Director
Andrew Billany



Who we are

Our Board: Executive Directors

Meet the Care Dorset Executive Team

Page 31



Managing Director
Steve Veevers



Operations Director
Emily Denham



Finance Director
Paul Oliver



HR Director
Chris Best



Care Dorset

What have
we been up
to since
transfer?

Page 32



Tangible Impacts

SOCIAL VALUE FOR DORSET COUNCIL

- SIGNIFICANTLY IMPROVED QUALITY OF CARE
- EXCELLENT PARTNERSHIP RELATIONSHIP WITH DORSET COUNCIL
- INCREASED RECRUITMENT
- RAPID DEPLOYMENT TO ASSIST NHS DISCHARGE OVER WINTER
- PERSON CENTRED CARE FOR PEOPLE WE SUPPORT
- PEOPLE CENTRED LEADERSHIP AND EMPLOYMENT
- SAFER SERVICES
- INVESTMENT IN LOCAL BUSINESS AND SUPPLIERS
- IMPROVED PAY OFFER TO COLLEAGUES

• Page 33

FINANCIAL VALUE FOR FOR DORSET COUNCIL

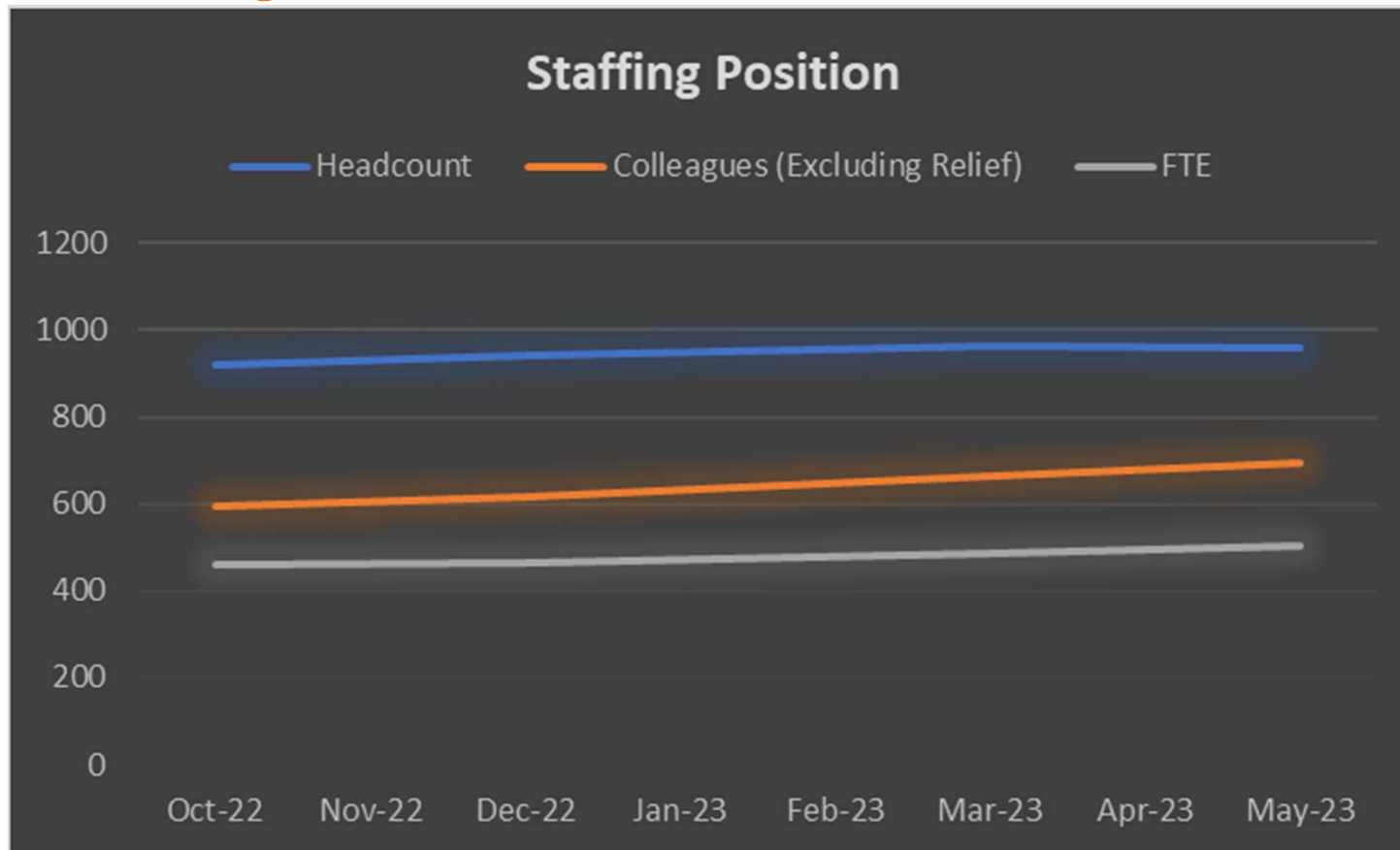
- HIGH QUALITY & AFFORDABLE SERVICES FOR COMMISSIONERS
- CAPITAL INVESTMENT IN IMPROVING PROPERTY
- GREATER EMPLOYMENT IN DORSET
- DELIVERY OF DORSET COUNCIL CABINET TRANSFORMATION SAVINGS
- INTERNALLY GENERATED GROWTH CAPITAL
 - CASTLEMAN PLUS REABLEMENT BUILDING AND CAPEX
 - EXTRA CARE HOUSING AND CAPACITY MAXIMISATION



Care Dorset

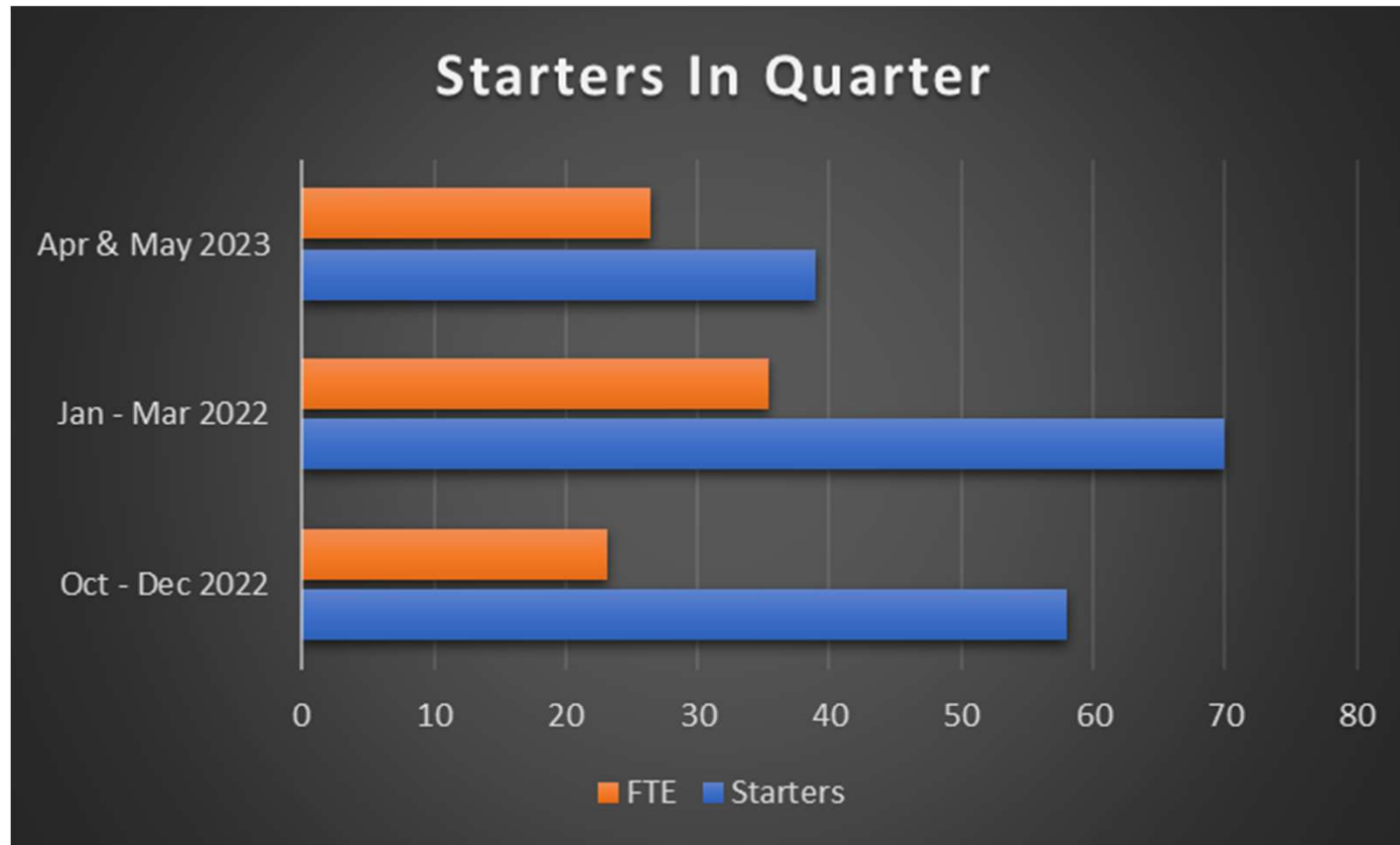
Our Key Numbers

Page 34



Our Key Numbers

Page 35

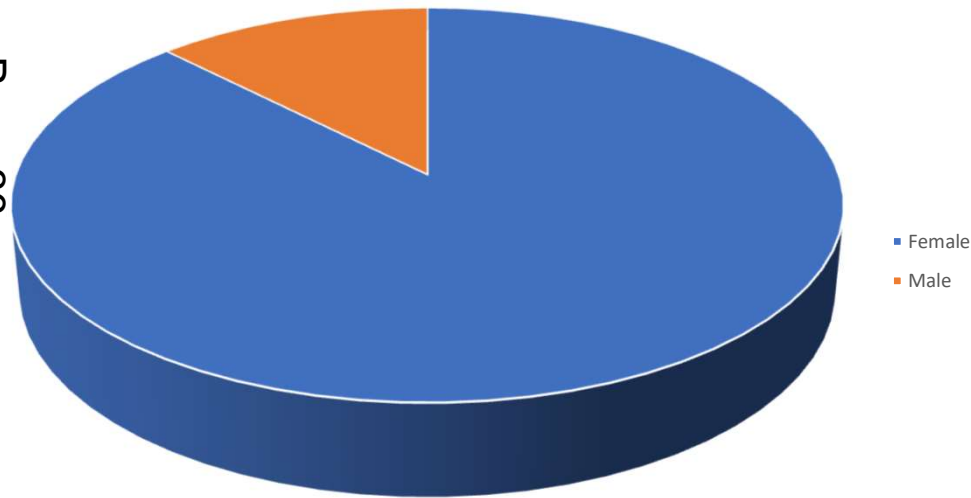


Care Dorset

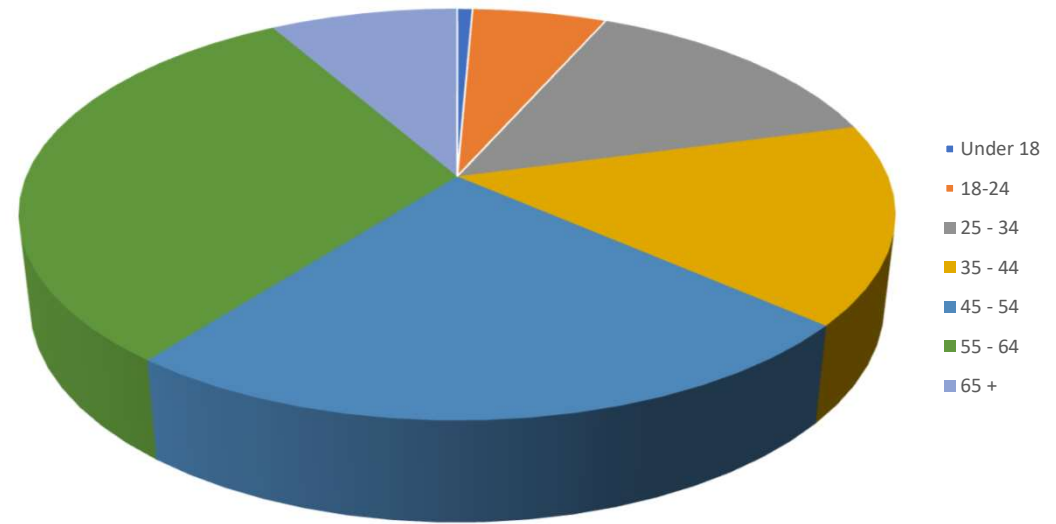
Our Key Numbers

Page 36

No of Colleagues

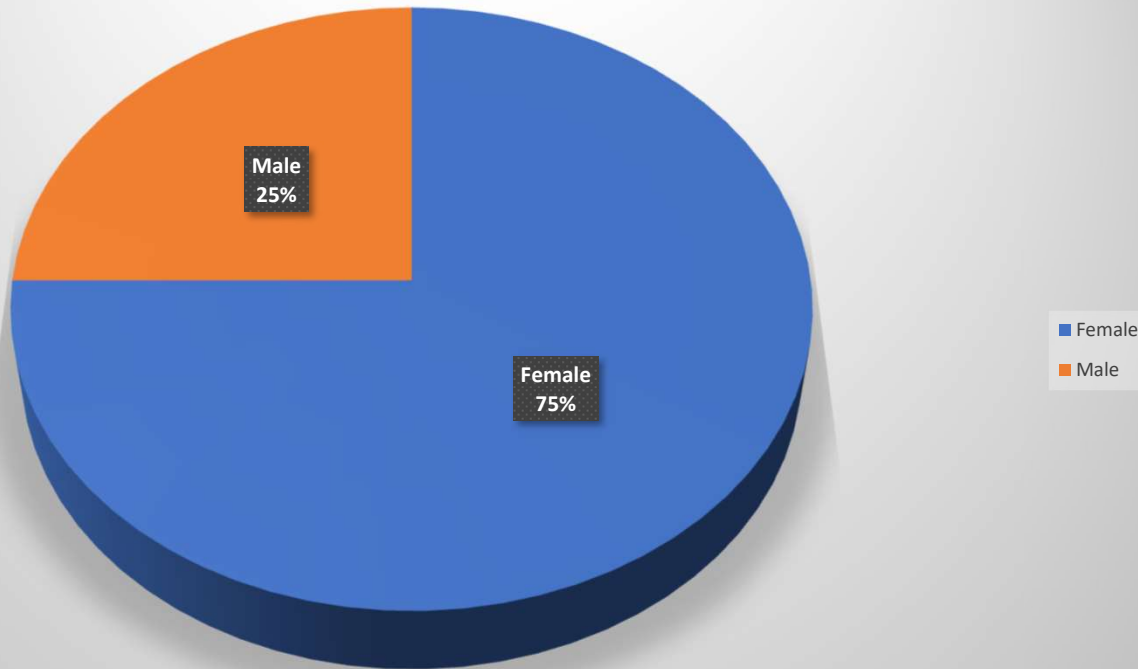


No of Colleagues



Our Key Numbers

Head Office Gender Ratio



Our Key Numbers

Page 38



Executive Team Gender Ratio

Our Key Numbers

Referral Type by Month

Date Referral Recieved (bins)	Dorset Brokerage	Hospital	Private	Total
January 2023	13	2	7	22
February 2023	23		6	29
March 2023	27		1	28
April 2023	27		5	32
May 2023	19		1	20
Total	109	2	20	131

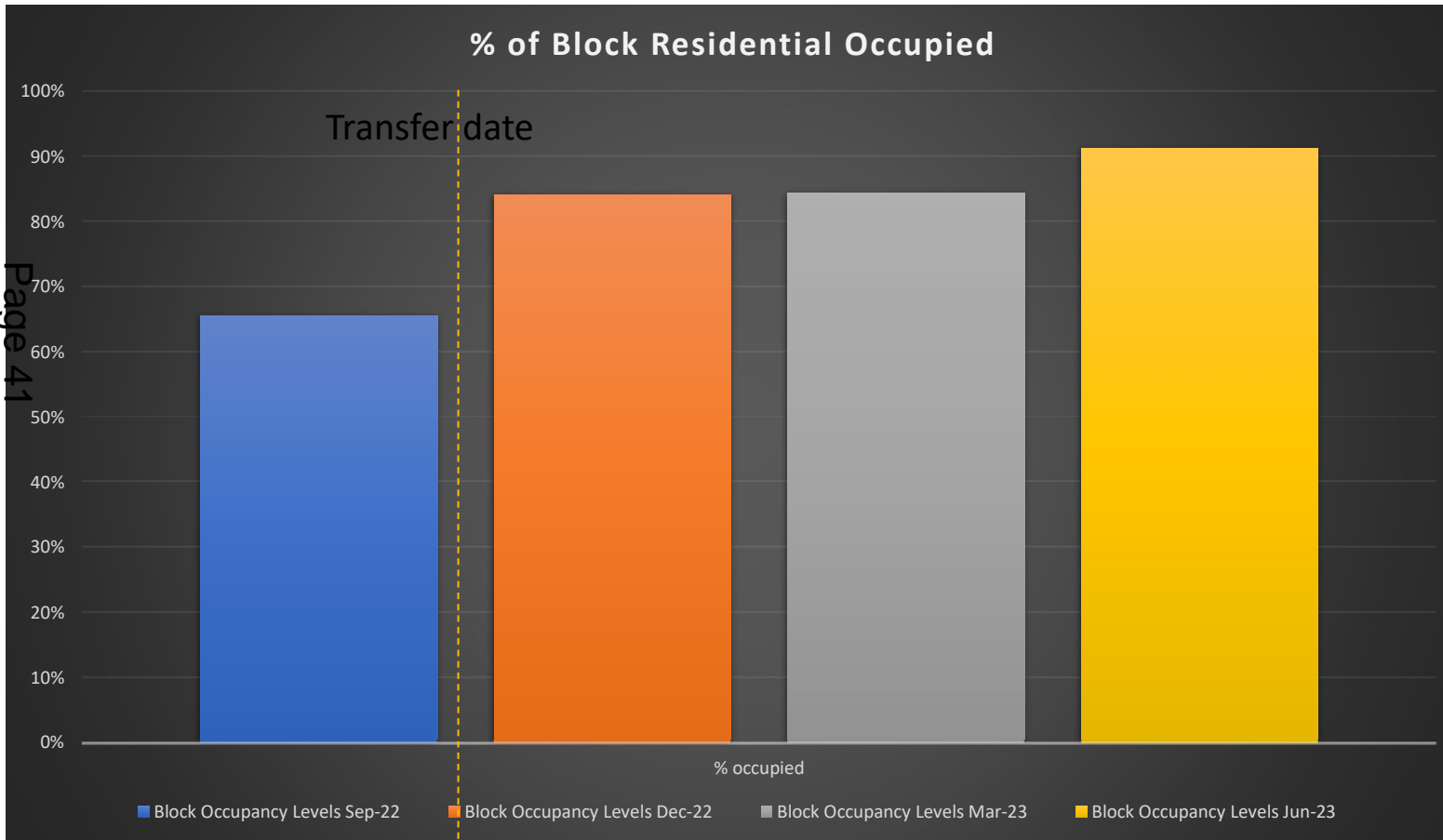
Our Key Numbers

Page 40



Care Dorset

Our Key Numbers



Page 41



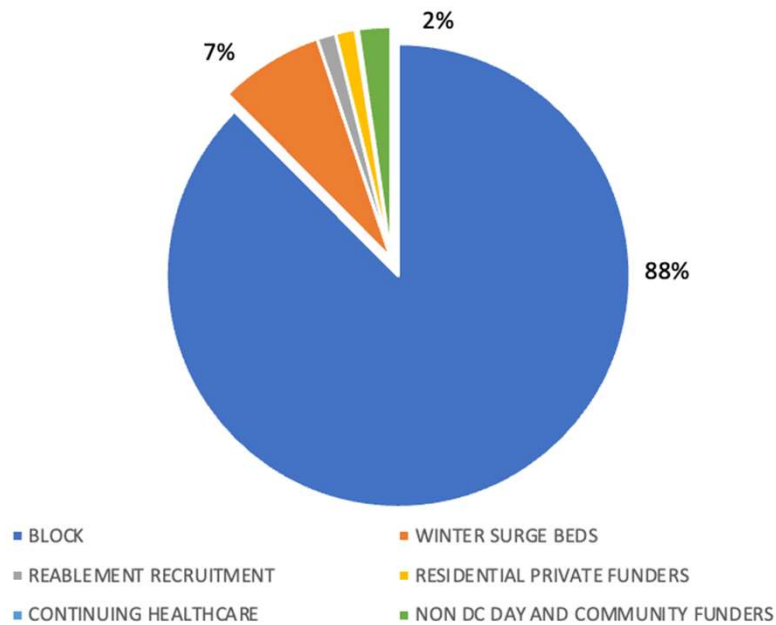
Care Dorset

CARE DORSET REVENUE ANALYSIS



Page 42

CHART 2 - REVENUE SOURCES



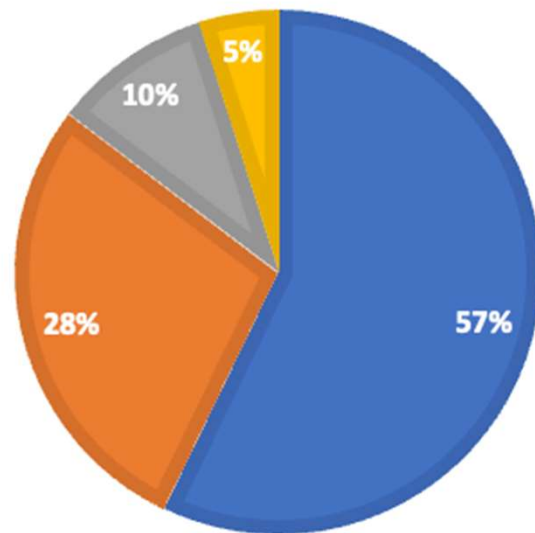
- BLOCK CONTRACT IS COST RECOVERY
- REABLEMENT BEDS INNOVATION AGREEMENT NOW SECOND LARGEST SOURCE
- TECKEL COMPLIANT

CARE DORSET REVENUE ANALYSIS



REVENUE BY SERVICE

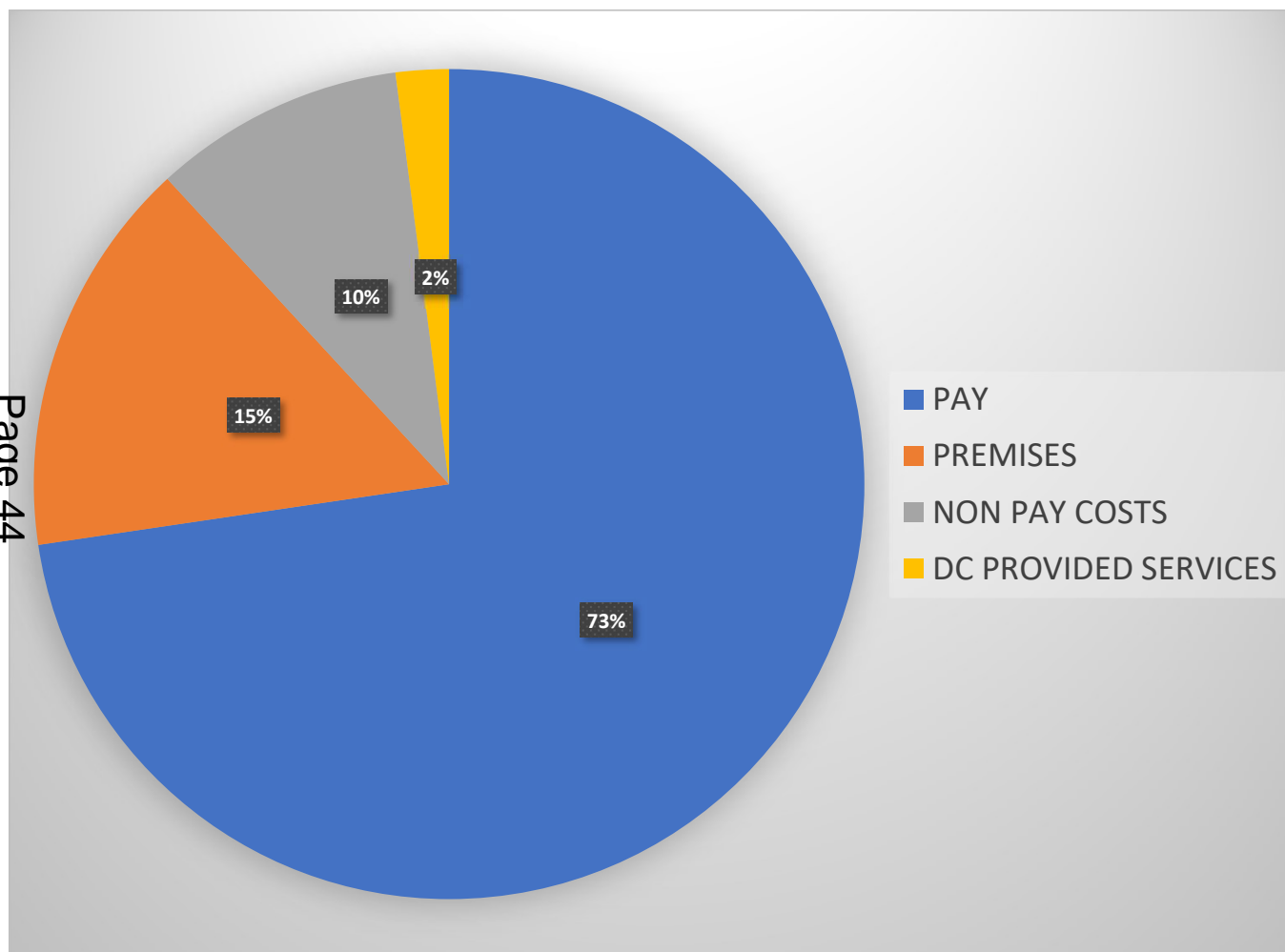
■ RESIDENTIAL ■ DAY OPPORTUNITIES ■ REABLEMENT ■ SUPPORTED LIVING



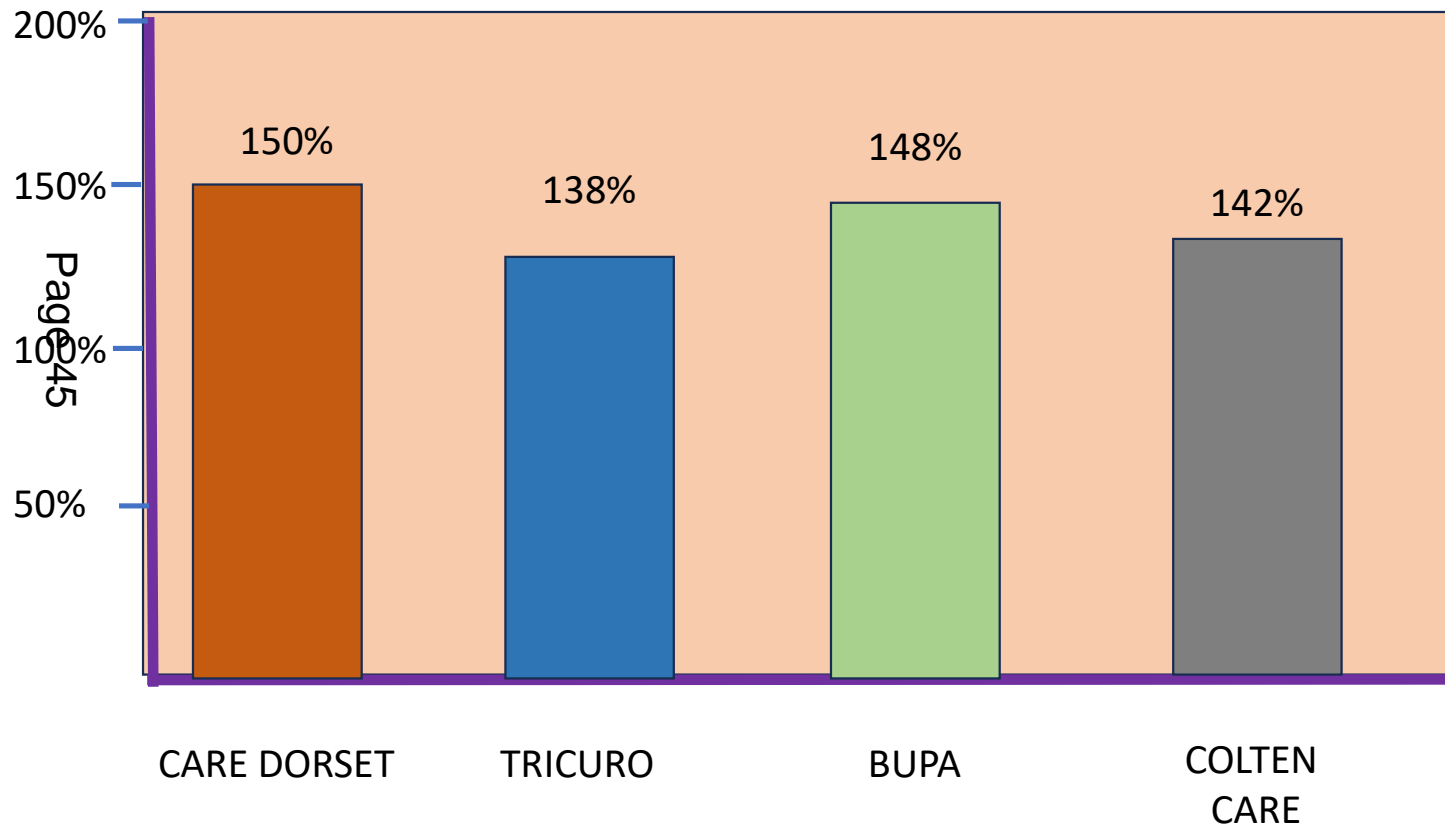
- RESIDENTIAL CARE AND DAY OPPORTUNITIES ARE MATURE BUSINESSES
- REABLEMENT IS A GROWTH BUSINESS
- BUT WILL NEED A VERY DIFFERENT SERVICE OFFERING

CARE DORSET SERVICE COST ANALYSIS

Page 44



CARE DORSET WORKFORCE PRODUCTIVITY*



*REVENUE PER POUND OF PAY

OVERHEAD COSTS – S&GA

CHART 3 – SALES & GENERAL ADMINISTRATION BENCHMARKS


ABOUT US	AREAS OF EXPERTISE	CONTACT US			
Industry Sector			10% ile	Median	90% ile
Energy			2.65	8.13	28.84
Materials			4.04	10.04	25.02
Industrials			6.66	16.69	35.40
Consumer Discretionary			8.11	23.37	46.59
Consumer Staples			7.62	23.76	50.72
Health Care			12.77	42.32	79.26
Financials			19.73	39.71	51.79
Information Technology			13.61	35.50	73.61
Telecommunication Services			12.30	24.47	49.67
Utilities			3.84	16.41	38.31
Real Estate			3.66	8.66	25.72
All sectors combined			6.03	24.28	54.75


Source: Schonfeld and Associates Inc.

- OPERATIONAL S&GA 8%
- CENTRAL OVERHEADS 12%
- TOTAL 20%
- 1% BETTER THAN BUDGET
- BENCHMARKS WELL – UPPER QUARTILE
- TOP 25% INTERNATIONALLY OF HEALTH AND SOCIAL CARE COMPANIES FOR COST OF DELIVERY

Intangible as well – having a real life







 caredorsetuk • Follow ...


 Tim talked non-stop about his favourite football team, Aston Villa. He had the kit and he always watched them on TV, but he'd never been to a match. Until his support workers, Abi and Tyra, got him tickets to the Southampton game.

The hitch? They had tickets in the Southampton end and Tim wanted to wear his Villa kit. Cue last minute calls and finally a seat with Villa supporters.

A good carer is many things. Problem solver is just one of them.

6 likes
FEBRUARY 10

 Add a comment... Post

Intangible as well – Reablement



Page 48



Recruitment is of particular success:

To June 2022 – 2116 Applications and 191 offers of employment

January 2023 – 214 applications alone and 19 starters!

Conversation rate of 15.26% - well above industry average



**Carer. Problem solver.
Magic wand waver.**



Care Dorset

Independent mock CQC inspections have happened at all locations

Service Improvement Plans are in place and being measures against

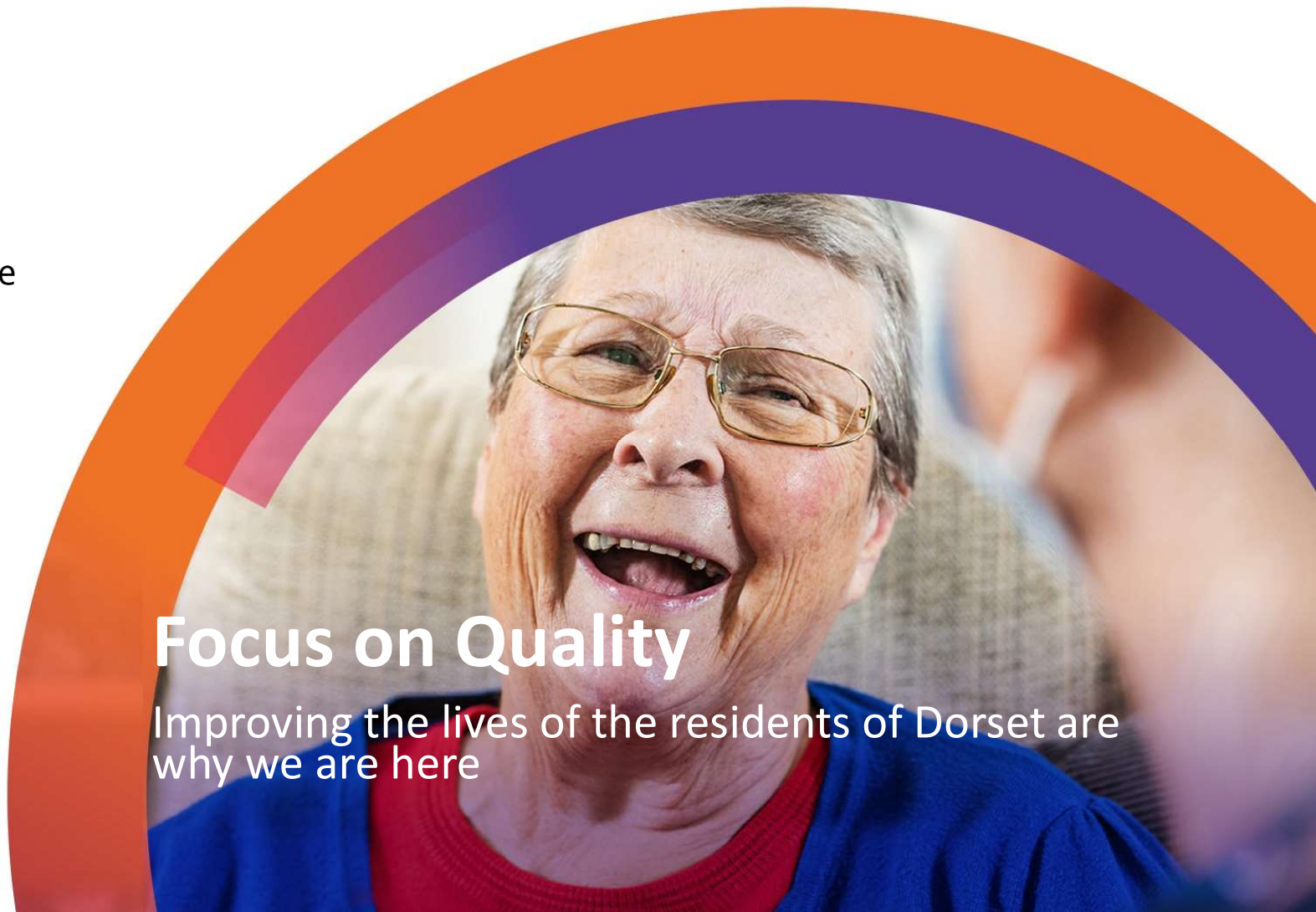
Much stronger managerial presence and support to colleagues and services

Risk are known, understood and being addressed

Validation of the decision to transfer contract

Focus on Quality

Improving the lives of the residents of Dorset are why we are here



People focused

Integrity

Develop

Genuine

Team

Page 51



Our Values

Who we are and what makes us tick..



Care Dorset

So – What Next?

Page 52





Care Dorset

2 Focus areas for 2023

Quality, Quality, Quality

Page 13

The focus must remain on improvement the quality of the services to an acceptable standard.

Have a platform to then stretch into reaching the very best standards of quality.





2 Focus areas for 2023

Organic and Targeted Growth

To be a successful business, we must be a growth business. This allows us to be more profitable and therefore invest in Dorset services

We are actively seeking out opportunities for organic growth (maximisation of our own capacity)

Also strategically taking targeted risks to grow (Reablement beds for NHS discharge and Extra Care Housing)





Care Dorset

This is a new independent living development being built in Gillingham. It will provide 55 one and two-bedroom apartments with communal facilities developed for people who need additional support as they get older, while living in a supportive, modern environment.

The model of support is based on a wide range of needs, including dementia, mental health, and learning disabilities, and is about working together to achieve greater independence, resilience, and social and community connection.

This is in line with how we want to provide care and support: prevent escalation in care and keep people out of care homes when they don't need to be there and have modern, supportive environments in which to work. St Martin's will be an excellent addition to Care Dorset and help us be a trusted provider for people's care in the Gillingham area.



St Martin's ECH

Community Support in the Heart of Gillingham



Care Dorset

Page 56

Care Dorset

Strategic risk management

Care Dorset's approach to risk management

Page 51

Care Dorset manages risk through an agreed set of principles and functional components. These components are:

- Risk principles
- Risk appetite statements (*these have not yet been developed by the Board of Directors*)
- Strategic risk register
- Department & project risk registers

Our **risk principles** serve as best practice risk management rules and are aligned to our delivery.

The principles are:

- We are risk aware
- We understand our risk appetite and opportunity
- We think about risks and opportunities
- We own our risks
- We respond proportionately

Strategic risks

We have six strategic risk areas:

- Workforce
- Quality
- Regulation and governance
- Business development
- Reputation
- Finance and systems

Each strategic risk areas has several risk drivers (casual factors) which are associated with the strategic risk area.

These are consistent with a provider in the social care sector and one which has been operating for less than a year.

Our strategic risk descriptions are as follows:

Risk title	Risk Rating and Main Mitigation
Workforce	<p>Red</p> <ul style="list-style-type: none"> • Procurement of new learning management system (LMS) to enable improved online training content and accurate data recording & reporting. • Robust & regular internal communications & engagement. • Development and implementation of a leadership development programme • Implementation of an agreed set of behaviours to accompany & support organisational values. • Root and branch review of all core & essential training
Quality & service delivery	<p>Red</p> <ul style="list-style-type: none"> • Health and safety audits have been conducted across all sites. • Introduction of the Radar system to track & monitor H&S audit outcomes & action plans. • Fire Risk Assessment, Fire Door Survey and Fire Door Action plan in place across all locations
Regulation & governance	<p>Amber</p> <ul style="list-style-type: none"> • Service improvement plans (SIPs) in place for each registered location with regular monitoring by Ops Leads & Quality Assurance • Rem Co overseeing appointment of directors who have the required experience • Quality Assessment Tool has been designed in line with the new Quality Statements – Roll out has started June 23
Reputation	<p>Amber</p> <ul style="list-style-type: none"> • Regular meetings with the all stakeholders confirmed for 2023 (Commissioner, Shareholder, CQC, wider stakeholders)
Business development	<p>Green</p> <ul style="list-style-type: none"> • Business Development function and growth target in place
Finance and systems	<p>Amber</p> <ul style="list-style-type: none"> • Establishment of robust access and financial controls • Introduction of preferred suppliers list to support VFM and Quality controls.

Strategic risks

Each strategic risk area has a series of risk drivers which contribute to the overall strategic risk, but are monitored throughout the organisation down to department and project level.

189
59





Page 60







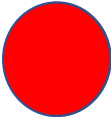
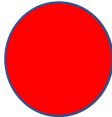








Care Dorset

SUMMARISED MANAGEMENT ACCOUNTS YEAR TO DATE APRIL 2023

**UNAUDITED CARE DORSET HOLDING LIMITED MANAGEMENT ACCOUNTS
FOR INTERNAL MANAGEMENT USE ONLY**

ON TRACK FINANCIAL PERFORMANCE

Outturn for 7 months ended 30 April 2023

	OUTTURN B/(W)		YTD	FORECAST
	£M	£M		
REVENUES	16.0	0.5		
PAY	11.5	0.3		
PROPERTY	2.5	(0.6)		
NON PAY OVERHEADS	1.5	(0.1)		
NET PROFIT (PRE-TAX)	0.2	0.1		
LABOUR REVENUE PRODUCTIVITY	1.4	0.1		
SALES & GENERAL ADMINISTRATION	20%	1%		

ALL FIGURES £000s UNLESS SPECIFIED

	YEAR TO DATE OUTTURN	BETTER /(WORSE) THAN BUDGET
REVENUES	16,002	551
PAY	11,471	203
PREMISES	2,445	(603)
NON PAY COSTS	1,546	(25)
DC PROVIDED SERVICES	326	-
TOTAL COSTS	15,787	(425)
OPERATING PROFIT	215	126

CARE DORSET YEAR TO DATE OUTTURN

CARE DORSET PERFORMANCE TO 30 APRIL 2023



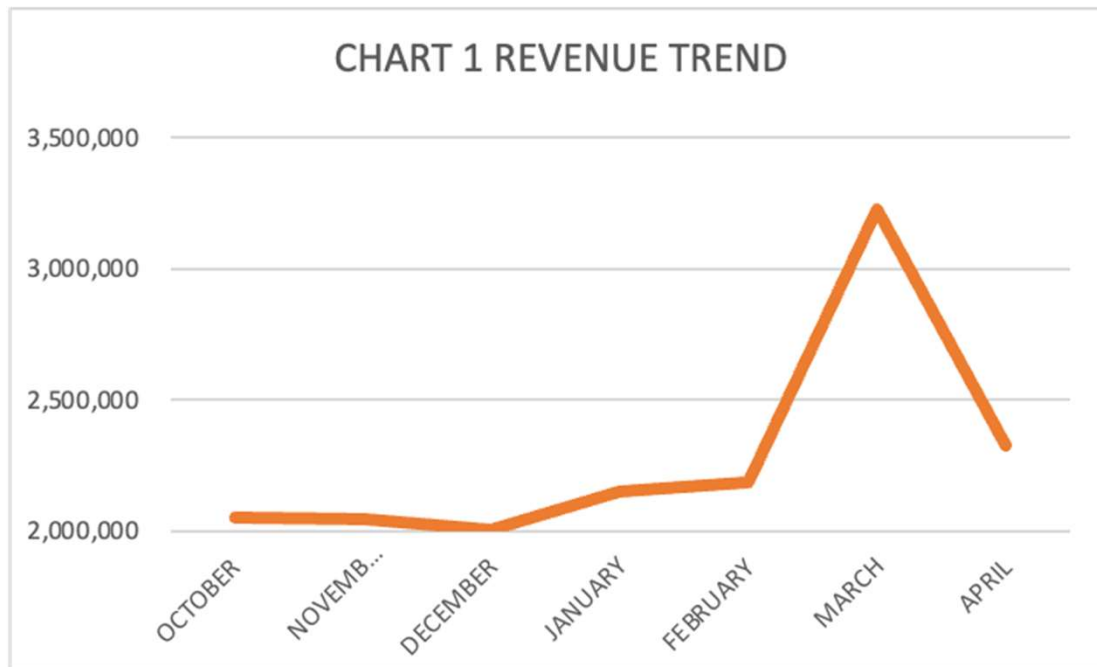
Page 63

ALL FIGURES £000s UNLESS SPECIFIED	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	YEAR TO DATE OUTTURN	BETTER /(WORSE) THAN BUDGET
REVENUES	2,053	2,047	2,006	2,154	2,188	3,225	2,329	16,002	551
PAY	1,376	1,424	2,124	1,362	1,576	2,021	1,589	11,471	203
PREMISES	350	370	370	384	360	526	227	2,445	(603)
NON PAY COSTS	158	83	83	54	509	464	196	1,546	(25)
DC PROVIDED SERVICES	47	47	47	47	47	47	47	326	0
TOTAL COSTS	1,930	1,923	2,623	1,847	2,492	3,058	1,915	15,787	(425)
OPERATING PROFIT	123	124	(617)	308	(303)	167	413	215	126

CARE DORSET REVENUE TRENDS



Page 64



- STEADY GROWTH
- REABLEMENT BEDS INNOVATION AGREEMENT
- DELIVERING CABINET PAPER HEALTH MARKET BENEFITS

ALL FIGURES £000S	YEAR TO DATE 30 APRIL 2023						
	RESIDENTIAL	HAVING A LIFE	REABLEMENT & SUPPORTED LIVING	CENTRAL	TOTAL	BUDGET	BETTER/ (WORSE)
PAY	5,903	2,743	1,939	887	11,471	11,674	203
PREMISES	1,620	825	-	-	2,445	1,841	(603)
NON PAY COSTS	288	109	75	1,074	1,546	1,521	(25)
DC PROVIDED SERVICES	-	-	-	326	326	326	-
TOTAL COSTS	7,811	3,677	2,014	2,286	15,787	15,363	(425)

CARE DORSET SERVICE COST ANALYSIS

BALANCE SHEET

Page 66

	£000'S
FIXED ASSETS	-
CASH	5,661
DEBTORS	50
CURRENT ASSETS	5,711
CREDITORS	3,014
HMRC	2,482
CURRENT LIABILITIES	5,496
NET ASSETS	215
SHAREHOLDERS FUND	215

- CREDITORS ARE HMRC DUE VAT REGISTRATION DELAY AND DORSET COUNCIL RENT, UTILITIES AND MANAGEMENT FEES
- MORE THAN OFFSET BY CASH AT BANK
- INVESTMENT IN REABLEMENT BEDS FINANCED FROM OWN RESERVES IN COLLABORATION WITH DC COMMISSIONER



**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - Care Dorset - October 2023
For the period 30 JUNE 2023 to 1 DECEMBER 2023**

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				
October 2023				
Care Dorset Update Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 9 Oct 2023	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Steve Veevers, Managing Director</i> <i>steve.j.veevers@caredorset.gov.uk</i> <i>Executive Director, People - Adults</i>
Risk Report Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 9 Oct 2023	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Executive Director, People - Adults</i>
Dorset Council Delegated Decisions Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 9 Oct 2023	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Executive Director, People - Adults</i>
Dorset Council Operational Update Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 9 Oct 2023	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jonathan Price, Interim Corporate Director for Commissioning</i> <i>jonathan.price@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
November				
Care Dorset Update Key Decision - Yes Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Nov 2023	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Steve Veevers, Managing Director</i> <i>steve.j.veevers@caredorset.gov.uk</i> <i>Executive Director, People - Adults</i>
Dorset Council Delegated Decisions Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Nov 2023	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Interim Corporate Director for Commissioning</i> <i>jonathan.price@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>
Dorset Council Organisational Update Key Decision - Yes Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 27 Nov 2023	Portfolio Holder for People - Adult Social Care, Health and Housing	<i>Jonathan Price, Interim Corporate Director for Commissioning</i> <i>jonathan.price@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>
Annual Reports				
Review of the Committee's Terms of Reference Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jonathan Mair, Director of Legal and Democratic and Monitoring Officer</i> <i>jonathan.mair@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
<p>Report to Full Council on performance of the trading activities of the company</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</p>	<p>Decision Date</p>	<p>Deputy Leader and Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Executive Director, People - Adults</i></p>

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.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank