



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 1 July 2024
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Cllrs Nick Ireland (Chair), Richard Biggs (Vice-Chair), Ryan Holloway, Steve Robinson and Gill Taylor

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

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

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

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Agenda

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

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

4. PUBLIC PARTICIPATION

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

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

All submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk by 8.30am on Wednesday 26 June 2024

When submitting your question or statement please note that:

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

5. COUNCILLOR QUESTIONS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and

statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk 8.30am on Wednesday 26 June 2024.

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

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|------------|--|---------|
| 6. | REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE | 9 - 12 |
| | To note the Terms of Reference. | |
| 7. | DORSET COUNCIL ORGANISATIONAL UPDATE | 13 - 18 |
| | To note the report. | |
| 8. | CARE DORSET UPDATE - REPORT OF THE CHAIR OF THE BOARD OF DIRECTORS | 19 - 26 |
| | To note the report. | |
| 9. | YEAR END ACCOUNTS TO SEPTEMBER 2023 | 27 - 62 |
| | To note the report. | |
| 10. | FORWARD PLAN | 63 - 68 |
| | To consider the draft Forward Plan. | |
| 11. | 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. | |
| 12. | 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 x 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(s) of business is considered. | |

There are no exempt items scheduled for this meeting.

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SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON TUESDAY 27 FEBRUARY 2024

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

Apologies: None

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

Chris Best (Interim Managing Director), Vivienne Broadhurst (Executive Director - People Adults), Aidan Dunn (Executive Director - Corporate Development S151), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Jonathan Price (Corporate Director for Commissioning), Caroline Tapster (Interim Chair), Kate Critchel (Senior Democratic Services Officer), Mark Tyson (Commissioning Consultant) and Elaine Tibble (Senior Democratic Services Officer)

27. Minutes

The minutes of the meeting held on 5 December 2023 were confirmed as a correct record and signed by the Chairman.

28. Declarations of Interest

There were no declarations of interest to report.

29. Public Participation

There were no public questions.

30. Councillor Questions

There were no councillor questions.

31. Forward Plan

The forward plan update and the draft plan was received and noted.

32. Dorset Council Commissioner Update

The Interim Programme Director, Commissioning, Market Relationships, Major Contracts & over 65's introduced the report that sets out the developments on the part of the Council relevant to Care Dorset and highlighted the following points.

- Positive dialogue continued between commissioners, other council teams and Care Dorset.
- The Business Plan for Care Dorset was due to be considered by the committee in October 2024.
- Officers were working towards specification services, including residential care framework tendering which meant that the council was talking to Care Dorset around the specification of their services along with the wider market.
- Plans for building new bedded reablement services were also reaching key gateways in the outline design development phases.
- Work had been undertaken to agree a position on the rent and maintenance of the premises occupied by Care Dorset.
- In respect of performance and services, there remained continued discussions as to the bed based which transferred from Tricuro. General occupancy had greatly improved and the rapid conversion of some beds to flexi-beds or short term reablement beds continued to deliver positive results.
- Discussions continued around day opportunities.
- In respect of new long-term developments, there had been several constructive planning sessions to move forward on the Council's plans. This included to construct further reablement and rehabilitation facilities. Progress around the option to build on the Dorset County Hospital site, as well as other options continued to be investigated.
- Referred to value delivery by Care Dorset, sighting a diagram set out in the report at figure 1.

In response to a question, the Programme Director confirmed that there was a lot of positives in Dorset having its own care company. However, it was important to work to strengthen Care Dorset, but there was also a need to respect and sustain the council's responsibilities in the wider private sector market of adult social care.

The Portfolio Holder for People - Adult Social Care and Health welcomed the report and the opportunities to shape the market, this approach would have a vital impact on the market and provision of services in a rural setting.

Members welcomed the report and the ongoing work, and the Programme Commissioner confirmed that the Business Plan would build on the commissioning strategy going forward.

Noted

- (a) That the continued progress made in development of the relations between Commissioners and Care Dorset, be noted.
- (b) That 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, be noted.

33. **Care Dorset Update**

The Chair of the Independent Board of Directors presented the report setting out a company update. The following points were highlighted.

- Since the last meeting, an all-councillor webinar had been held and was well attended.
- Residential bed occupancy at the end of January 2024 was at 91%.
- Community reablement was working well with significant savings in hours of prescribed care. Care Dorset continued to aim to use beds more flexibly.
- With the support of the commissioning team, Care Dorset was working more closely with NHS colleagues.
- Recruitment activity was continuing to do well and was above the national average.
- Significant work was taking place on the 5-year strategy which was going to be closely aligned with the Council's commissioning strategies.

The Managing Director for Care Dorset provided an update on the most recent colleague survey. There had been an increase in the response rate compared to the previous survey in 2022, with 27.3% of submissions. Areas for focus going forward included communication, senior management visibility and transport.

In response to a question regarding the levels of recruitment retention, the Managing Director indicated there was room for improvement. In respect of a further question around development opportunities, the Managing Director advised that an apprenticeship offer was being developed and Care Dorset had a healthy training budget for core and additional training. Preparations were in place for a leader programme to be launched later in the year.

In response to a question around the communication offer, members were advised that the following communication vehicles were already in place, a weekly bulletin, and a fortnightly letter from the managing director. He further advised that the service was planning to run a series of town hall events to facilitate community engagement.

In response to a question around feedback from users, members were advised of the current practice which was an evolving process.

Noted

34. **Urgent Items**

There were no urgent items.

35. **Exempt Business**

There were no exempt items for this meeting.

Duration of meeting: 10.00 - 10.35 am

Chairman

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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.

Shareholder Committee for Care Dorset Holdings Ltd

1 July 2024

Commissioners' Update

For Review and Consultation

Cabinet Member and Portfolio:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Executive Director:

J Price, Executive Director of People - Adults

Report Author: Mark Tyson

Job Title: Interim Corporate Director, Commissioning & Improvement

Tel:

Email: mark.tyson@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

This update presents the developments on the part of the Council relevant to Care Dorset. This report summarises significant developments in the 3-4 months since the last Shareholder Committee.

Recommendation:

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

Reason for Recommendation:

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

1. Introduction

- 1.1 This report provides an update on work with Care Dorset since the last Shareholder Report.
- 1.2 As before, there continues to be constructive dialogue between commissioners and Care Dorset over the development of services, and the new service specifications that will describe them. Some new services have come onstream, and considerable work has been undertaken on the existing services that transferred.

2. Contract and service specification development

- 2.1 Commissioners and Care Dorset Senior Managers have agreed the approach to development of the contract for commissioned services. We have set timescales for completion, aiming for end of September to have completed specifications, finance schedules and legal contract terms. This would lead into the agreement and delivery of the Five-Year Strategy for the company at the Shareholder Panel in October, ensuring that commissioner and company are in alignment on the future direction.
- 2.2 Where there are services either under development, or in need of development, the timeframes and details of the plans to achieve the longer-term service requirements will be outlined, with more formal specifications to be added to the contract at a later date.

3. Residential care

- 3.1 We have continued to work together to make good use of the existing care homes estate to support community and hospital discharge requirements; occupancy remains high as a result.
- 3.2 Our wider commissioning work around Dorset Care Framework 2 for Care Homes will help us map out current and future service requirements for Care Dorset's care homes. Commissioners and Care Dorset leads will be working closely together to align DCF2 Service Categories with the work Care Dorset have completed define dependency levels across all care homes. This will enable longer-term plans to be developed for each site.
- 3.3 The Council have supported Care Dorset in the decision to withdraw services from the current Sidney Gale House building, pending its redevelopment in the coming years as a reablement and rehabilitation centre for older people. This is always a difficult decision, but by giving a good amount of time to the process, then residents, families and staff can all be supported into new living or working arrangements as appropriate.

The current Sidney Gale House has outlasted its intended lifespan, and the plans in development will see a modern facility on the site, which can facilitate the staff there to deliver even better support to the people of the Bridport area. Once the work is initiated to find alternative homes for the residents of Sidney Gale House, the priority for the Council will be to work with Care Dorset on their plans for the site, and to maintain the pace of development so that these important services can be back up and running in the west of the county.

4. Reablement Services

- 4.1 Reablement beds have responded well during recent System Escalation pressures; there is further work to do with System Partners to explore how we can increase the overall occupancy levels. There are interdependencies with the levels of community healthcare support available in North Dorset that require further development so that higher acuity needs can be supported, and therefore more residents of Dorset able to access the opportunity of reablement before long term care needs are assessed.
- 4.2 Care Dorset have recently introduced a dedicated a Reablement Admission Lead to support improvement of admission pathways. We hope this will streamline the current approach, and more swiftly address delays and identify opportunities to make best use of resources.
- 4.3 Over the next period we hope to progress our 'Reablement at the Front Door' approach, whereby we wish to extend Care Dorset's Community Reablement offer to individuals already at home, but who contact the Council in need of care and support. With a period of reablement engagement we may be able to prevent further decline, and enable regaining and maintaining of independence. We have engaged Care Dorset in initial discussions, and will include leads in ongoing discussions.

5. Supported living

- 5.1 Care Dorset currently deliver three Supported Living services. Orchard Court and Digby Court transferred from Tricuro and remain as part of the Council's core offer for people with a learning disability. Since the last shareholder report, one service, Sunflowers has closed. This was primarily due to the condition of the building, residents either moved to Digby court or an alternative provision. The model of care in Digby and Orchard is under review to move to a more focussed outcome approach, building on

people's strengths with a specific shift away from time and task care delivery.

- 5.2 A new service opened in Weymouth; this is an exciting new development supporting young people as they have reached adulthood. The ethos of the service is to build confidence, skills and abilities that enable young people to move on and live more independently as they develop. The Council plans to build on the success of this service to support the increasing number of young people reaching adulthood with further development work.

6. Extra care

- 6.1 A specification has been agreed with Care Dorset for delivery of care and support into the new St Martin's extra care scheme in Gillingham, which is intended to open in late summer. A further progress update can be provided to the October Shareholder Committee meeting.

7. Day services

- 7.1 The Council continues to work up a county-wide model for the delivery of improved day opportunities for people. This will include definitions of a 'hub' for access to community activities; how they will relate to 'spokes' (wider providers of day opportunities); and the Council's commissioning intentions for specialist day service provision. It is anticipated that this will provide a framework within which Care Dorset can review all of its day service provision and ensure that they are focusing on the right kinds of specialist options, as well as the potential to shape new opportunities for use of some of the Care Dorset estate to support the new model.
- 7.2 It is expected that the day opportunities model will be presented at Cabinet in September, ahead of the next Shareholder Committee meeting.

8. Finance

- 8.1 Commissioners continue to push for a realignment of the reporting year for the company so that it runs alongside the Council's financial year from 2025. This would greatly simplify the contract value discussions.
- 8.2 There have been a number of movements in the contract value in the past months, reflecting new services being delivered, past annual inflation uplifts, a change in the level of rent charged by the Council to Care Dorset for occupying its estate, and amounts to reflect rebasing of existing service values. These continue to need further work to ensure that the picture of

all of these movements represents value for money for the Council for the services to be delivered under the agreement from October 2024 onwards.

- 8.3 Following detailed negotiations, the Council agreed an uplift in the contract value to reflect the significance of the volume of business operated for the Council by Care Dorset, and their exposure to our contract over and above any other income lines. It also reflects the long-term importance of Care Dorset in helping the Council overall to contain and reduce system costs (through, for example, reablement services or new supported living options). However, commissioners are keen to work with Care Dorset on further deepening the shared understanding of their cost base, and to plan savings and efficiencies alongside any future contract inflation requirement.

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Care Dorset Shareholder Committee – 1 July 2024

Report from the Chair of the Board of Directors

Prepared by: Chris Best
Title: Managing Director
Date: 17 June 2024

Report status: **PUBLIC**

NOTE FROM THE CHAIR OF THE BOARD OF DIRECTORS FOR CARE DORSET

Dear Shareholder Committee Members,

As Chair of the Board of Directors, I am pleased to submit this Shareholder Report to the new administration for Dorset Council. Care Dorset has now been operating for 20 months and in that time has been focused on driving up quality across its portfolio of services as well as growing its provision of services. Dorset Council's own quality monitoring team have commented positively on the noticeable improvements being made. Both acuity and occupancy levels have increased.

Care Dorset is also playing a pivotal role with the wider health and social care system both with its reablement beds and using its long-term block purchased beds in a flexible way. However, we are keen to do more, and our emerging strategy will set this out in greater detail.

We have highlighted some of our achievements from the last year and half in this paper.

Finally, we remain pleased and grateful for our positive relationship with Dorset Council officers.

Sincerely,

Caroline Tapster CBE
Chair of the Board of Directors

BRIEF SUMMARY:

This report provides an update on pertinent matters relating to Care Dorset. It includes a progress report in matters relating to operational delivery, workforce, strategy and finance.

The aim is to offer an overview of the current situation within Care Dorset, ensuring stakeholders are well-informed about the ongoing efforts and achievements in these critical areas.

RECOMMENDATION(S):

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

COMPANY OVERVIEW

1. Care Dorset is formed of two companies – the Holding Company and the operational company. The Shareholder owns the holding company, and it is this company that is commissioned by Dorset Council to deliver care and support services. The Holding Company subsequently sub-contracts the operational company (Care Dorset Ltd) to deliver these services.
2. Care Dorset has a strong set of values and accompanying behaviour statements. The values are **people focused, integrity, genuine, develop** and **team**. These were co-created with colleagues across the organisation and are used to provide a compass for decision-making.
3. Care Dorset's vision is "**A world where people can thrive**" which conveys the ambition to have a society in which individuals have the conditions, opportunities, and support to lead fulfilling, successful and meaningful lives.
4. The organisation's mission is: "**Delivering excellence in high quality, safe services, driven by informed, passionate colleagues and inspired by continual improvement and positive impact**" which articulates the commitment to providing outstanding services, going above the minimum requirements and standards and this is underpinned by our commitment to safety. It also underlines the commitment to our colleagues who are critical to Care Dorset's shared success.
5. Care Dorset operates 23 sites across Dorset, employs over 800 colleagues and supports close to 1,000 people. Care Dorset operates six residential care homes, thirteen day service locations, three supported living services, and a community reablement service delivering over 2,500 hours per month.
6. Care Dorset's annual turnover for the year ending September 2023 was £29,583,496.
7. Care Dorset is working to be an agile organisation with the ability to be adaptable to changing market conditions. As part of this it is fostering an approach of innovation and continuous learning.

ACHIEVEMENTS

8. Care Dorset is proud of what it has achieved over the first 20 months and the following is a sample of these.
 - 8.1. Increase in the level of occupancy across its residential care homes. At the point of transfer occupancy was at 76% and is now 92%. The level of acuity has also increased. Although there is no comparable data for the period prior to October 2022, for the three months ending May 2023, the average percentage of people we support requiring a high level of support was 41%.
 - 8.2. Care Dorset operationalised 18 reablement beds within three months of the commencement of its operation and a further 12 beds in June 2023. The latter being at Castleman Plus in Blandford which Care Dorset acquired for lease in December 2022. These have been seen as a significant assistance to the 'system' by supporting hospital discharges.
 - 8.3. Care Dorset has also been using its residential beds to enable hospital discharges, particularly in times when the hospitals are at opal 4 status.
 - 8.4. Shortly after launch, Care Dorset launched a recruitment campaign – '*A career in care is not for everyone...but it could be for you*' and the organisation has been successful in filling the vacancies it heard were persistently unfilled prior to transfer. In the period June 2023 to April 2024, Care Dorset received 1,019 applications, and started 169 colleagues.
 - 8.5. Care Dorset has also opened, in partnership with Advance Housing and Dorset Council, a new service in Weymouth supporting four people aged between 18 and 25 who have a learning disability and/or autism.
 - 8.6. Care Dorset estimates that its community reablement support has saved 5,000 weekly care homes in the last year.
 - 8.7. Care Dorset has also been driving up quality across all its services and has introduced a set of quality standards which go beyond the regulatory requirements. This approach is also supported by the investment in two experienced quality consultants who work with operational managers to raise standards. There have been improvements across most Care Dorset's locations since October 2022.
 - 8.8. The organisation has also placed a strong emphasis on encouraging employees to voice any concerns they may have. Through its "speak up" initiative, colleagues are given the opportunity to raise issues confidentially.
 - 8.9. Care Dorset has introduced a listening group which is a panel of people who have used or are using a Care Dorset service. The group meets quarterly and examine two 'incident' case studies. This is an opportunity for Care Dorset's complaints to be looked at from a different perspective and the group's thoughts are fed back to the Executive Team. An article about this initiative has recently been published on our website which can be found [here](#).

FINANCIAL PERFORMANCE

9. In the seven months to April 2024 Care Dorset made a loss of £0.9m on revenues of £18m. Use of agency is a significant contributing factor to the financial position. However, increased energy prices and other inflationary pressures have contributed to the current picture. Agency usage is now on a downward trend following the implementation of stringent controls. There is room for cautious optimism that the beneficial effects are being seen in the numbers.
10. Efficiency plans are in place to deliver a position closer to profitability before the year end (30 September 2024). Care Dorset has agreed a memorandum of understanding with Dorset Council's property team in relation to the rent position which is in line with the valuations and condition surveys conducted by Hartnell Taylor Cook earlier this year.
11. Having made progress with rent, in the next phase of the efficiency plan, savings are being sought in facilities management, property repair and maintenance costs, rates and utility costs, especially how costs are apportioned in shared buildings. Care Dorset also continues to seek efficiency in 'hoteling' costs such as catering, cleaning and consumables. Part of this will be to review the effectiveness of procurement arrangements.
12. Care Dorset's cash position is sufficient to meet its liabilities. Debtors are well managed with no significant write offs.

OPERATIONAL DELIVERY

13. Care Dorset has recently employed a nurse manager for the residential care home in Wimborne in order that the development of a nurse-led model can begin.
14. The 30 reablement beds (funded by the Better Care Fund) had an average occupancy level of 80% in the three months to June 2024 and has supported 173 in the same period. The average length of stay was just over six weeks. There have been several individuals stay longer than the usual six week maximum, this is largely due to Care Dorset supporting with hospital pressure when they have declared an opal 4 status and are looking to create bed capacity.
15. The Board of Directors have taken the decision to end the provision of care and support services at Sidney Gale House (Bridport). The announcement of this happened on 17 June 2024. The top floor of the building has been mothballed since prior to transfer due to the poor condition of the building. Since transfer Care Dorset has had 29 beds available, however only 17 have been occupied with a further 7 vacant due to size, position and condition. A recent stock condition survey identified £1.3million of expenditure required in the coming years, with £375k being required in this year. The building was originally earmarked for closure nearly 10 years ago. Plans are being drawn up for a replacement which will increase bed capacity for short and long-term care in a modern, therapeutic environment.
16. Over the few months, Care Dorset has had three quality monitoring visits from Dorset Council. These happen as part of normal business. Each reported noticeable improvements since their previous visits and recognised the efforts that were being made to drive up quality.

WORKFORCE

17. Care Dorset continues to keep pace with its recruitment needs. In the three months to April 2024, it had received 117 applications, held 88 interviews and made 28 offers.
18. Retention levels across Care Dorset remain high with voluntary turnover being over 13% lower than the sector average.
19. Our organisational culture is the cornerstone of our success, fostering an environment where innovation, integrity and collaboration thrive. We are on a journey to implement an 'upside down management' culture that will emphasise the leader's role as a supporter of their team, prioritising the growth and wellbeing of individuals. This builds on the organisational values that were implemented shortly after its inception. As we continue to evolve, our steadfast dedication to nurturing a strong, positive organisational culture remains a fundamental driver of our long-term strategic goals.

GOVERNANCE

20. Both companies have the same set of Directors which consists of four non-executive directors and two executive directors. Caroline Tapster CBE is the Chair of the Board and was appointed into this role in June 2023. The two executive directors appointed to the Board are the Managing Director and the Finance Director. Care Dorset's senior independent director, vice chair and chair of the remuneration and nomination committee is Nicola Rowland. Chris Brophy and Andrew Billany are non-executive directors.
21. The Board are currently undergoing a governance review. This will be a self-led review to ensure Governance is robust, that the Board is fulfilling its responsibilities, and we are a well led organisation. The review is expected to be concluded by August 2024 and any areas for development will be folded into an action plan.
22. The Managing Director, Chris Best, was appointed permanently into the role in April 2024 following a two-day recruitment process which included family members and people we support as well as the Executive Director for Adults, Health and Housing. Chris was the interim Managing Director from September 2023 and prior to that was the Director of HR and OD. He has been involved with Care Dorset since March 2022 and supported its creation and transfer from the previous provider.
23. Chris is supported by an executive team which consists of Paul Oliver, Finance Director, Allyson Prince, Director of Operations and Quality and Sally Longman as Company Secretary.

STRATEGIC INITIATIVES

24. Care Dorset is also in the final stages of preparing for the opening of St Martins Extra Care scheme in Gillingham. It is anticipated that people will start to move in from the Autumn. Significant work is underway to recruit the colleagues, with plans to provide a good period for orientation.

25. Care Dorset is actively pursuing additional business development opportunities that align with its strategic goals and those of its shareholders.
26. To support this, the organisation has established a Business Development Committee and has appointed a Business Development Partner to oversee business development opportunities. Care Dorset has a clear business opportunity assessment criterion and is beginning to network beyond its geographical boundaries for possible growth avenues. In this context, Care Dorset is particularly interested in exploring investment capital opportunities.

STRATEGIC RISKS

27. Care Dorset consider the following risks to be significant for the organisation.
 - 27.1. Workforce. While Care Dorset performs well in respect of recruitment, it is important that the organisation remains well paced to respond to the candidate market challenges and this includes ensuring it remains competitive with its rates of pay. Another area of focus is retention. Care Dorset invests in the training and development of its workforce including ensuring that new colleagues have a positive induction experience. Further work on recognition is needed to support workforce retention and the organisation's forthcoming people strategy will set out plans to delivery improvements in this area.
 - 27.2. Quality. Care Dorset continues to make improvements in the delivery of quality services, and this remains a key focus for the organisation. Care Dorset maintains a strong relationship with its regulator, the CQC, and Dorset Council's quality monitoring team. The organisation has invested significantly in its own quality team to support this.
 - 27.3. Financial sustainability. Care Dorset is principally funded by a block contract with Dorset Council. This is a cost recovery arrangement which provides limited bandwidth for investment. Care Dorset is looking to explore opportunities for investment.
 - 27.4. Business systems. The organisation inherited numerous business systems, including some from Dorset Council. In an environment of rapidly advancing technology and evolving cyber risks, Care Dorset must have the appropriate architecture to enhance performance with improved data, better reporting, and increased integration. To address these challenges, a systems review has already been commissioned.

COMMUNITY DEVELOPMENT FUND

28. Care Dorset has recently launched its community development fund. This new fund will allow Care Dorset to sponsor community projects with partners either corporately or through individuals. The monies will come from the inherited amenity accounts which transferred from the previous provider, and which have now been consolidated into a single account.

29. Awards will be made by the board of Care Dorset, advised by the Chair's Advisory Group consisting of people we support, families, local people and employees, the chair, senior independent director, the company secretary (added since the board meeting), the managing director and finance director. The Chair's Advisory Group will meet quarterly to make recommendations to the Board.
30. The Community Development Fund offers three grant categories: Little Big Things awards (up to £1,000 for personal projects, especially by Care Dorset colleagues), Better Together Awards (up to £10,000 for local projects breaking down barriers), and Your Way Awards (up to £50,000 for countywide personalised inclusion initiatives).

ENVIRONMENTAL AND SOCIAL MATTERS

31. Care Dorset is actively working on the development of an ESG (Environmental, Social, and Governance) charter. This comprehensive document will encompass several key pillars, each outlining the organisation's firm commitment to addressing environmental sustainability and social responsibility. The charter aims to detail the specific strategies and actions Care Dorset will undertake to meet its ESG goals. It is anticipated that the final version of this significant charter will be made publicly available by the end of 2024.

FIVE YEAR STRATEGY – “YOUR LIFE, YOUR WAY”

32. The Board of Directors met in July 2023 to commence the discussions on the five-year strategy. From this, five areas were identified that the strategy should include. These were: focus on families; developing a professional workforce; reaching beyond our boundaries; focusing on technology enabled care & support; and being person-centred/person focused.
33. The strategy is born from a strong desire to make a significant and positive difference in social care in Dorset as well as having a strong presence in the communities within which it works and to be aligned with Dorset Council's commissioning strategies.
34. The draft strategy is structured around four strategic pillars. These being quality, reputation, effectiveness and growth. The pillars are interdependent and should not be viewed in isolation. Over the course of the lifespan of this document, business strategies and the annual operating plan will charter the delivery of the strategy.
35. The strategy has a series of aims and statements to be delivered by 2029 under each of the four pillars.
36. The strategy will be submitted to the Shareholder later in the year for approval.

OTHER RELEVANT MATTERS

37. Care Dorset recognises that it has not got everything right in the recent past and this has resulted in negative public relations. It is committed to improving its approach going forward.
38. Replacement and repair work on the defective fire doors across the six residential care homes has now been concluded although some snagging is still being completed. Further work is required on fire prevention measures identified following in-depth fire risk assessments undertaken by Dorset Council.
39. Mitigating actions are in place which include additional colleagues deployed on the night shifts to act as fire marshals as well as ensuring all personal evacuation plans are updated and regular fire drills are undertaken. Where necessary, notifications to CQC have been made.

APPENDICES

40. There are no appendices to this report.

BACKGROUND PAPERS

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

June 2024

Care Dorset Shareholder Committee – 1 July 2024

Annual financial report for the year ending 30 September 2023

Prepared by: Paul Oliver
Title: Finance Director
Date: 15 June 2024

Report status: **PUBLIC**

BRIEF SUMMARY:

This paper summaries the first annual report for the 12 months ending 30 September 2023. In the first year of trading Care Dorset made a loss of £394,057 on revenues of £29,583,496. However, this is against a backdrop of a challenging transfer from the previous provider which has necessitated investment in systems and people to drive up quality. Further, Care Dorset delivered 30 reablement beds within the first eight months of its inception and this included acquiring a new building in Blandford.

Care Dorset has also been seeking to invest in its workforce in respect of pay, career development and skills enhancement.

RECOMMENDATION(S):

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

OVERVIEW

1. Care Dorset Holding Ltd has prepared its first Annual Report for the twelve months ended 30 September 2023.
2. Care Dorset Holding Ltd and its subsidiary, Care Dorset Ltd, filed dormant accounts for the period ending 30 September 2022. This meant that our annual report for the year ended 30 September 2023 effectively covered a full year's trading. By selecting an accounting reference date of 30 September, future years are more easily comparable for users of the annual report, and because it avoids the more popular accounting reference dates of 31 December and 31 March, there was more time to prepare our annual report.
3. Further, it is easier to secure auditors, many of whom face shortages in audit staff in those peak popular periods.
4. Care Dorset Holding Ltd is wholly owned by Dorset Council and holds contractual relationships with Dorset Council. Care Dorset Ltd, is wholly owned by Care Dorset Holding, holds CQC registration, employs colleagues and delivers services.

FINANCIAL RESULTS

5. For the twelve months ended 30 September 2023, Care Dorset Holding Ltd made a loss of £394,057 on revenues of £29,583,496. Our forthcoming strategy is designed to transform the services we inherited into leading-edge, modern care services which focus on prevention and quality of life on an individualised basis.
6. We have already started that journey rapidly establishing a bedded reablement service to alleviate NHS winter surge pressures. This includes a new bedded reablement centre in Blandford - Castleman Plus. This new facility, thought of by Dorset Council commissioners as one of the best in its class in Dorset, currently has 12 beds, but we plan to expand this to at least 22, specialising not just in reablement but expanding into therapeutic, nursing-led intermediate care, further alleviating pressure on the NHS, by assisting with discharges and admission avoidance.
7. Overall, Care Dorset created 20 beds within three months of going live before adding 12 beds in Castleman Plus in June 2023. We relied heavily on agency staff to achieve rapid mobilisation and assist with winter surge pressures. Better Care Funds helped both with the costs of staffing and set up costs, including repurposing Castleman Plus from a specialist secure adolescent mental health service formerly run by the Priory to a new state-of-the-art reablement centre.
8. This delivered significant benefits across the system. However, relying on agency staffing indefinitely is neither economically feasible nor desirable, so in the 2023/2024 financial year, we have determined we should reduce agency levels. This shows early signs of success, although we are equally determined to avoid complacency.
9. The transfer of the business from the previous provider was challenging, with several issues that needed to be dealt with. The challenges included poor asset condition, especially buildings, levels of poor quality, and non-compliance.

10. This meant Care Dorset's cost base was inflated by the costs of poor quality we had to deal with and continue to deal with. Our assessment is that our costs were adversely affected by between £700,000 and £1 million. While the challenge continues, working with our partners in Dorset Council, we are overcoming them.
11. As expected, most of our revenues come directly from the Dorset Council and the Better Care Fund via the Dorset Council. As such, we are significantly above the Teckal procurement threshold of 80% of revenues coming from the entity's owner authority.
12. Care Dorset's most significant cost is pay, at £20,174,229. Care Dorset employed 818 people, 794 of whom were in our service operation and 24 in management and administration.
13. The next most significant costs were property costs of £2,601,428, of which £2.4 million relates to rents for Dorset Council property, and services bought back from Dorset Council of around £600,000.
14. As at 30 September 2023, Care Dorset Holding Ltd had cash in the bank of £6.5 million. Debtors were £2.2 million but more than half related to accrued revenues related to outstanding contract uplifts. Creditors were £9.1 million but more than half related to accrued costs, the most significant of which were disputed Dorset Council rent charges, settled after the accounting reference date.

SUMMARY

15. While Care Dorset Holding Ltd has had a challenging first year, it has made excellent progress. It has also shown the potential for services that can bring significant benefits to people in Dorset. Its continuing progress, in particular the acceleration of growth and transformation of the outdated services transferred, will require significant investment. However, we remain very confident this can be achieved by working in collaboration with our shareholder and commissioners.

APPENDICES

16. Annual Report and Consolidated Financial Statements for the year ending 30 September 2023 as submitted to Companies House. Please refer to Appendix A.

BACKGROUND PAPERS

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

June 2024

APPENDIX A

Care Dorset Holding Limited

**Annual Report and Consolidated Financial Statements
Year Ended 30 September 2023**

Registration number: 14208349

Care Dorset Holding Limited

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Care Dorset Holding Limited

Company Information

Directors C J Best
A L Billany
C J Brophy
P F J Oliver
N Rowland
C M Tapster

Company secretary S A Longman

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

Year Ended 30 September 2023

The directors present their strategic report for the year ended 30 September 2023.

Overview

Care Dorset Holding is a local authority trading company (LATC) 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, is responsible for all employees, holds CQC registration where appropriate and provides all the services to the people we support.

Strategy

The Care Dorset Board has spent its first year establishing a solid foundation upon which we can develop our business with a strong ethos and culture. We call this the 'Care Dorset Way'. It consists of a clear and compelling vision, mission and values.

Our vision is "A world where people can thrive", conveying our ambition for all in our communities to have full, fulfilling, meaningful and successful lives.

Our mission is "Delivering excellence in high quality, safe services, driven by informed, passionate colleagues and inspired by continual improvement and positive impact", underlining our commitment to outstanding services delivered by committed and well-trained colleagues.

Our values are:

- We are people focused
- We have integrity
- We will develop
- We are genuine
- We are a team

We know that the business which transferred to us needs radical and transformational change. Care Dorset will begin to implement our strategy in the next 12 months.

Care Dorset Holding Limited

Strategic Report

Year Ended 30 September 2023

Principal activity

The principal activity of the group and company is that of an integrated care provider for older people and disabled people. The key elements of our services are:

- Residential Care. We have an estate of 240 beds for people with a range of acuity, including complex dementia.
- Bedded Reablement. We have 30 beds providing reablement and rehabilitation typically of six weeks duration, to help people making the transition from a hospital to independent living at home. Within this estate is a newly introduced modern care facility in Blandford. We developed this service in partnership with Dorset Council in response to the winter surge pressures experienced by our wider system partners in the NHS.
- Community Reablement. Our Bedded Reablement Service is complementary to our established Community Reablement service, which supports continued independent living.
- Day Services. Care Dorset operates across Dorset, supporting older and people with a range of disabilities. Moreover, this is a vital respite support for unpaid family members and informal carers.
- Supported Living. We provide support in two locations, shortly to be expanded to three, for people living independently with a tenancy often provided by a registered social landlord.

In 2024, we plan to expand our services further to include Shared Lives, a scheme that supports people with learning disabilities, mental health issues or older people who are not able to live alone, matching people with families prepared to share their homes and community life with vulnerable people. We are also in advanced negotiations to support at least one Extra Care scheme, a form of sheltered housing where vulnerable people can live in self-contained homes, with support provided by Care Dorset when needed.

The Board has an obligation under section 172 of the Companies Act 2006 to promote the success of the company. The directors must act, in good faith, in ways that would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to-

- (a) the likely consequences of any decision in the long term,
 - (b) the interests of the company's employees,
 - (c) the need to foster the company's business relationships with suppliers, customers and others,
 - (d) the impact of the company's operations on the community and the environment,
 - (e) the desirability of the company maintaining a reputation for high standards of business conduct,
- and
- (f) the need to act fairly as between members of the company.

The Board carefully consider the impact on our stakeholders when making decisions. As well as the owner of our business, Dorset Council, we recognise we have a wide range of stakeholders with significant interests in our business.

Care Dorset Holding Limited

Strategic Report

Year Ended 30 September 2023

People we support and families

We recognise the critical part Care Dorset plays in the lives of the people we support and their families. They are the central focus of everything we do. We have already made major strides in improving our services. Still, we are both ambitious and impatient to transform the quality of services we provide - we know that the people we support and their families deserve better. We are determined to deliver significant and sustained improvements to our services.

We ensure we have robust feedback systems to hear the voices of the people we support and their families, including 'experts by experience' to provide candid feedback about the strengths and weaknesses of our services and suggestions of how we might improve.

Colleagues

Colleagues are vital to our business and ensure the people we support and their families are cared for with kindness, compassion and professionalism. We operate a 'servant leadership' model within our business, which means our managers are required to 'serve to lead', to support our colleagues in doing their jobs as effectively and efficiently as they can so that we can continuously improve the outcomes and lives of the people we support and their families.

We are committed to involving our colleagues in our business and ensuring we communicate regularly through a range of channels about the effects of changes in the external environment that affect our business.

If colleagues' concerns about wrongdoing remain unaddressed, they are encouraged to use our whistle-blowing process. All whistle-blowers' concerns are taken extremely seriously, and whistle-blowers are protected. Secondly, we have a Speak-up campaign allowing our colleagues to express concerns about our practice. A highly visible campaign encourages people to use the Speak-up QR code to report concerns.

We are alert to the views of our colleagues when they flag concerns, especially in areas indicating a risk of a closed culture.

We run regular colleague surveys to test how people feel about working at Care Dorset. The results are generally favourable.

We aim to create a culture where colleagues build their chosen careers and are the best they can be regardless of race, ethnicity, gender, sexuality, religion and identity. We welcome people with disabilities to become colleagues. We believe diversity is a strength and source of advantage.

Commissioners

We can't succeed without a collaborative and close partnership with our commissioners. We appreciate the tough choices they face. We have established excellent working relationships with commissioners and work closely to improve our service levels in the short term. We are committed to ensuring our strategy aligns with longer-term commissioning strategies and other partners across the system.

One example is the rapid deployment of 30 reablement and rehabilitation beds to support hospital discharges. This includes a new 12-bed modern facility in Blandford tailored to the needs of people needing support before living independently at home. We have plans to expand our capacity using the new facility in Blandford.

Care Dorset Holding Limited

Strategic Report

Year Ended 30 September 2023

Regulators

Care Dorset is regulated principally by the Care Quality Commission (CQC), but we must also comply with other associated regulators. While Care Dorset's residential care, reablement and supported living require CQC registration and are subject to inspection, we hold all services, whether registered or not, to the same high standards.

We have made significant investments to improve our systems and processes. We have a robust system of compliance and beyond that ensure appropriate quality of service.

Suppliers

We recognise the important role played by our suppliers, especially Dorset Council, our largest supplier. While value for money is a significant driver, we also ensure we treat suppliers in line with our values, ensuring prompt payment and productive relationships.

We are committed to ensuring we act on any issues relating to modern slavery or exploitation.

Communities

Care Dorset is committed to being a force for good in our local communities. While the people we support and their families will always be a priority, we recognise our role in our local communities, where we are often a significant employer and presence. We seek to collaborate with local community groups where we can.

Employee involvement and disabled employees

The company keeps employees informed of external environmental factors affecting the prospects and financial performance of the business through regular newsletters, other briefings, team meetings, and other colleague forums. Directors regularly visit services and engage with colleagues, and senior executives routinely visit Care Dorset sites and hold meetings on-site to ensure a high and visible profile for colleagues.

The directors pay particular attention to the impact of their decisions on our colleagues. Care Dorset uses the principles of servant leadership, meaning our ethos is to support our colleagues and ensure all decisions are well explained and that we invest in the training and development of colleagues so they can have exciting careers and fulfilling jobs.

We seek a positive and productive relationship with our trade union colleagues.

We welcome applications from people with disabilities and ensure they are treated fairly during our recruitment processes. Should a colleague become disabled, we make appropriate and reasonable adjustments or seek to retrain them so they may continue their employment with Care Dorset wherever possible.

Contributions to political parties

Care Dorset makes no contributions to political parties through any part of the group.

Going concern

The accounts are prepared on a going concern basis. As at 30 September 2023, the group had net liabilities of £394,057. Care Dorset is effectively a start-up with a business transferred that needs issues addressed to ensure it can serve the needs of people needing care in Dorset. In the first year of operation, investment was needed to stabilise our operations.

Care Dorset Holding Limited

Strategic Report

Year Ended 30 September 2023

Care Dorset has a 5-year strategy to modernise our services and to grow in areas where needed, significantly expanding services such as reablement, rehabilitation and intermediate care. We will also modernise our offerings in day services, invest in growing extra care and supported living and work with our commissioners to develop other businesses currently provided by Dorset Council.

We are confident that by ensuring our strategy aligns with commissioner's strategies, we will achieve profitable long-term growth with a sustainable strategic fit. However, it is important to note that Care Dorset delivers social and economic value.

Dorset Council commissions the majority of our revenue and Care Dorset's major costs, other than payroll, are services bought back from Dorset Council. Terms of trade are aligned to reflect Care Dorset's working capital requirements. Contracts for commissioned services and buy-back contracts are coterminous. Care Dorset's cash position is healthy, with any potential strain managed through regular cash flow forecasts.

Care Dorset will need investment to pursue growth and transformation. Dorset Council is committed to negotiating a better and more robust 'block' contract. In addition, we expect to extend our bedded reablement contract beyond December 2024; Dorset Council have indicated they wish to commission several new business opportunities.

Fair review of the business

The group's key financial and other performance indicators during the year were as follows:

Financial KPIs	Unit	2023	2022
Revenue	£'000	29,600	-
Operating loss	£'000	400	-
Cash at bank and in hand	£'000	6,500	-
Number of care staff		718	-

Care Dorset Holding Limited

Strategic Report

Year Ended 30 September 2023

Principal risks and uncertainties

The principal risks are the provision of compliant and safe services, availability of skilled, trained human resources and associated transfer issues, mitigated by the following measures:

- Care Dorset has a comprehensive strategic risk register regularly reviewed and updated by the Board.
- A dedicated quality team regularly reviews the quality and performance of our services.
- Continuous review and investment in training to ensure we have a competent team of colleagues.
- Robust policies are in place and reviewed.
- Strong relationships with the people we support, their families and carers.
- Strong relationships with our shareholder, commissioners and others in Dorset Council.

Care Dorset is a new business that has only been operating for one-year post-business transfer, so we continue to review issues related to the transfer to ensure any issues are dealt with promptly.

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

.....
C J Best
Director

.....
P F J Oliver
Director

Care Dorset Holding Limited

Directors' Report

Year Ended 30 September 2023

The directors present their report and the consolidated financial statements for the year ended 30 September 2023.

Directors of the group

The directors who held office during the year were as follows:

C J Best

A L Billany (appointed 13 December 2022)

C J Brophy

P F J Oliver

N Rowland (appointed 13 December 2022)

C M Tapster (appointed 13 December 2022)

E M Denham (appointed 13 December 2022 and ceased 29 September 2023)

M Lowe (ceased 2 December 2022)

R E Rotchell (ceased 10 November 2022)

S Veevers (ceased 29 September 2023)

Information included in the Strategic Report

The directors have included the going concern statement and all other information required in the directors report within the strategic report.

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

.....
C J Best
Director

.....
P F J Oliver
Director

Care Dorset Holding Limited

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.

Care Dorset Holding Limited

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 year ended 30 September 2023, 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 30 September 2023 and of the group's loss for the year 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.

Care Dorset Holding Limited

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 year 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 9, 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.

Care Dorset Holding Limited

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. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. 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 concealment, collusion, omission or misrepresentation.

Care Dorset Holding Limited

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.

Other matter

The accounts for the period to 30 September 2022 were unaudited.

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

Year Ended 30 September 2023

		2023	1 July 2022
	Note	£	- 30 September 2022 £
Turnover	3	29,583,496	-
Cost of sales		<u>(25,867,815)</u>	-
Gross profit		3,715,681	-
Administrative expenses		(4,121,612)	-
Other operating income		<u>11,873</u>	-
Operating loss	4	<u>(394,058)</u>	-
Loss before tax		<u>(394,058)</u>	-
Loss for the financial year		<u>(394,058)</u>	-
Profit/(loss) attributable to:			
Owners of the company		<u>(394,058)</u>	-

The above results were derived from continuing operations.

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

Care Dorset Holding Limited

Consolidated Balance Sheet

30 September 2023

		2023 £	1 July 2022 - 30 September 2022 £
Fixed assets			
Intangible assets	8	22,487	-
Tangible assets	9	<u>12,570</u>	<u>-</u>
		<u>35,057</u>	<u>-</u>
Current assets			
Debtors	11	2,237,894	1
Cash at bank and in hand		<u>6,473,563</u>	<u>-</u>
		8,711,457	1
Creditors: Amounts falling due within one year	13	<u>(9,140,571)</u>	<u>-</u>
Net current (liabilities)/assets		<u>(429,114)</u>	<u>1</u>
Net (liabilities)/assets		<u>(394,057)</u>	<u>1</u>
Capital and reserves			
Called up share capital	16	1	1
Profit and loss account		<u>(394,058)</u>	<u>-</u>
Equity attributable to owners of the company		<u>(394,057)</u>	<u>1</u>
Shareholders' (deficit)/funds		<u>(394,057)</u>	<u>1</u>

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

.....
C J Best
Director

.....
P F J Oliver
Director

Company Registration Number: 14208349

The notes on pages 20 to 31 form an integral part of these financial statements.
Page 15

Care Dorset Holding Limited

Balance Sheet

30 September 2023

		2023 £	1 July 2022 - 30 September 2022 £
Fixed assets			
Investments	10	1	1
Current assets			
Debtors	11	1,604,001	1
Cash at bank and in hand		<u>4,514,317</u>	<u>-</u>
		6,118,318	1
Creditors: Amounts falling due within one year	13	<u>(6,806,916)</u>	<u>(1)</u>
Net current liabilities		<u>(688,598)</u>	<u>-</u>
Net (liabilities)/assets		<u>(688,597)</u>	<u>1</u>
Capital and reserves			
Called up share capital	16	1	1
Profit and loss account		<u>(688,598)</u>	<u>-</u>
Shareholders' (deficit)/funds		<u>(688,597)</u>	<u>1</u>

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 loss after tax for the financial year of £688,598 (2022 - loss of £-).

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

.....
C J Best
Director

.....
P F J Oliver
Director

Company Registration Number: 14208349

The notes on pages 20 to 31 form an integral part of these financial statements.
Page 16

Care Dorset Holding Limited

Consolidated Statement of Changes in Equity

Year Ended 30 September 2023

	Share capital £	Profit and loss account £	Total £	Total equity £
At 1 October 2022	1	-	1	1
Loss for the year	-	(394,058)	(394,058)	(394,058)
At 30 September 2023	<u>1</u>	<u>(394,058)</u>	<u>(394,057)</u>	<u>(394,057)</u>
		Share capital £	Total £	Total equity £
New share capital subscribed		1	1	1
At 30 September 2022		<u>1</u>	<u>1</u>	<u>1</u>

The notes on pages 20 to 31 form an integral part of these financial statements.

Care Dorset Holding Limited

Statement of Changes in Equity Year Ended 30 September 2023

	Share capital £	Profit and loss account £	Total £
At 1 October 2022	1	-	1
Loss for the year	-	(688,598)	(688,598)
At 30 September 2023	<u>1</u>	<u>(688,598)</u>	<u>(688,597)</u>
		Share capital £	Total £
New share capital subscribed		1	1
At 30 September 2022		<u>1</u>	<u>1</u>

The notes on pages 20 to 31 form an integral part of these financial statements.
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Care Dorset Holding Limited

Consolidated Statement of Cash Flows

Year Ended 30 September 2023

	Note	2023 £	1 July 2022 - 30 September 2022 £
Cash flows from operating activities			
Loss for the year		(394,058)	-
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	4	<u>12,306</u>	<u>-</u>
		(381,752)	-
Working capital adjustments			
Increase in trade debtors	11	(2,237,893)	(1)
Increase in trade creditors	13	6,874,311	-
Increase in deferred income, including government grants		<u>2,266,260</u>	<u>-</u>
Net cash flow from operating activities		<u>6,520,926</u>	<u>(1)</u>
Cash flows from investing activities			
Acquisitions of tangible assets		(13,713)	-
Acquisition of intangible assets	8	<u>(33,650)</u>	<u>-</u>
Net cash flows from investing activities		(47,363)	-
Cash flows from financing activities			
Proceeds from issue of ordinary shares, net of issue costs		<u>-</u>	<u>1</u>
Net increase in cash and cash equivalents		6,473,563	-
Cash and cash equivalents at 1 October		<u>-</u>	<u>-</u>
Cash and cash equivalents at 30 September		<u><u>6,473,563</u></u>	<u><u>-</u></u>

The notes on pages 20 to 31 form an integral part of these financial statements.
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Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

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.

Summary of disclosure exemptions

Care Dorset Group 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..

Basis of consolidation

The consolidated financial statements consolidate the financial statements of the company and its subsidiary undertakings drawn up to 30 September 2023.

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.

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

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 accounts are prepared on a going concern basis. As at 30 September 2023, the group had net liabilities of £394,057. Care Dorset is effectively a start-up with a business transferred that needs issues addressed to ensure it can serve the needs of people needing care in Dorset. In the first year of operation, investment was needed to stabilise our operations.

Care Dorset has a 5-year strategy to modernise our services and to grow in areas where needed, significantly expanding services such as reablement, rehabilitation and intermediate care. We will also modernise our offerings in day services, invest in growing extra care and supported living and work with our commissioners to develop other businesses currently provided by Dorset Council.

We are confident that by ensuring our strategy aligns with commissioner's strategies, we will achieve profitable long-term growth with a sustainable strategic fit. However, it is important to note that Care Dorset delivers social and economic value.

Dorset Council commissions the majority of our revenue and Care Dorset's major costs, other than payroll, are services bought back from Dorset Council. Terms of trade are aligned to reflect Care Dorset's working capital requirements. Contracts for commissioned services and buy-back contracts are coterminous. Care Dorset's cash position is healthy, with any potential strain managed through regular cash flow forecasts.

Care Dorset will need investment to pursue growth and transformation. Dorset Council is committed to negotiating a better and more robust 'block' contract. In addition, we expect to extend our bedded reablement contract beyond December 2024; Dorset Council have indicated they wish to commission several new business opportunities.

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

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 company 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

Separately acquired trademarks and licences are shown at historical cost.

Trademarks, licences (including software) and customer-related intangible assets acquired in a business combination are recognised at fair value at the acquisition date.

Trademarks, licences and customer-related intangible assets have a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses.

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

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.

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

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 year from UK continuing operations is as follows:

	2023	1 July 2022 - 30 September 2022
	£	£
Rendering of services	<u>29,583,496</u>	<u>-</u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

4 Operating (loss)/profit

Arrived at after charging/(crediting)

	2023	1 July 2022 - 30 September 2022
	£	£
Depreciation expense	1,143	-
Amortisation expense	11,163	-
Operating lease expense - property	<u>2,601,428</u>	<u>-</u>

5 Staff costs

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

	2023	1 July 2022 - 30 September 2022
	£	£
Wages and salaries	16,865,714	-
Social security costs	1,417,944	-
Pension costs, defined contribution scheme	<u>1,890,571</u>	<u>-</u>
	<u>20,174,229</u>	<u>-</u>

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

	2023	1 July 2022 - 30 September 2022
	No.	No.
Care staff	718	-
Management and administration	20	-
Reablement	76	-
Directors	<u>4</u>	<u>-</u>
	<u>818</u>	<u>-</u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

6 Directors' remuneration

The directors' remuneration for the year was as follows:

	2023 £	1 July 2022 - 30 September 2022 £
Remuneration	348,272	-
Contributions paid to money purchase schemes	9,532	-
	<u>357,804</u>	<u>-</u>

In respect of the highest paid director:

	2023 £	1 July 2022 - 30 September 2022 £
Remuneration	107,550	-
Company contributions to money purchase pension schemes	3,227	-
	<u>110,777</u>	<u>-</u>

7 Auditor's remuneration

	2023 £	1 July 2022 - 30 September 2022 £
Audit of these financial statements	<u>24,750</u>	<u>-</u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

8 Intangible assets

Group

	Trademarks, patents and licenses £	Total £
Cost or valuation		
Additions acquired separately	33,650	33,650
At 30 September 2023	<u>33,650</u>	<u>33,650</u>
Amortisation		
Amortisation charge	11,163	11,163
At 30 September 2023	<u>11,163</u>	<u>11,163</u>
Carrying amount		
At 30 September 2023	<u><u>22,487</u></u>	<u><u>22,487</u></u>

9 Tangible assets

Group

	Furniture, fittings and equipment £	Total £
Cost or valuation		
Additions	13,713	13,713
At 30 September 2023	<u>13,713</u>	<u>13,713</u>
Depreciation		
Charge for the year	1,143	1,143
At 30 September 2023	<u>1,143</u>	<u>1,143</u>
Carrying amount		
At 30 September 2023	<u><u>12,570</u></u>	<u><u>12,570</u></u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

10 Investments

Company Subsidiaries	£
Cost	
At 1 October 2022	<u>1</u>
Carrying amount	
At 30 September 2023	<u>1</u>
At 30 September 2022	<u>1</u>

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	
			2023	2022
Subsidiary undertakings				
Care Dorset Ltd	County Hall, Colliton Park, Dorchester, England, DT1 1XJ England and Wales	Ordinary	100%	100%

11 Debtors

	2023 £	Group 1 July 2022 - 30 September 2022 £	2023 £	Company 1 July 2022 - 30 September 2022 £
Trade debtors	98,312	-	-	-
Other debtors	312,557	1	1	1
Prepayments	133,162	-	-	-
Accrued income	<u>1,693,863</u>	-	<u>1,604,000</u>	-
	<u>2,237,894</u>	<u>1</u>	<u>1,604,001</u>	<u>1</u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

12 Cash and cash equivalents

	2023 £	Group 1 July 2022 - 30 September 2022 £	2023 £	Company 1 July 2022 - 30 September 2022 £
Cash on hand	6,509	-	-	-
Cash at bank	6,467,054	-	4,514,317	-
	<u>6,473,563</u>	<u>-</u>	<u>4,514,317</u>	<u>-</u>

13 Creditors

	Note	Group 2023 £	2023 £	Company 1 July 2022 - 30 September 2022 £
Due within one year				
Trade creditors		387,326	-	-
Amounts due to group undertakings	18	-	3,272,463	1
Social security and other taxes		1,703,966	1,312,370	-
Other creditors		78,505	-	-
Accrued expenses		4,704,514	-	-
Deferred income		2,266,260	2,222,083	-
		<u>9,140,571</u>	<u>6,806,916</u>	<u>1</u>

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

14 Obligations under leases and hire purchase contracts

Group

Operating leases

The total of future minimum lease payments is as follows:

	2023	1 July 2022 - 30 September 2022
	£	£
Not later than one year	264,167	-
Later than one year and not later than five years	47,582	-
	<u>311,749</u>	<u>-</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £239,617 (2022 - £Nil).

There is rental expenditure in the accounts totalling £2,382,100 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.

15 Pension and other schemes

Defined contribution pension scheme

The group operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the group to the scheme and amounted to £1,890,571 (2022 - £Nil).

16 Share capital

Allotted, called up and fully paid shares

	No.	2023 £	1 July 2022 - 30 September 2022	No.	£
Ordinary shares of £1 each	<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>

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.

Care Dorset Holding Limited

Notes to the Financial Statements

Year Ended 30 September 2023

17 Parent and ultimate parent undertaking

The company's immediate parent is Dorset Council, incorporated in England and Wales.

18 Related party transactions

Group

During the year, the group made sales totalling £28,162,303 (2022 - £Nil) and purchases totalling £4,707,144 (2022 - £Nil) to Dorset Council. At the year end, the group was owed £16 (2022 - £Nil).

During the year, the group made purchases totalling £114,691 (2022 - £Nil) to an entity controlled by a director. At the year end, the group owed £9,639 (2022 - £Nil).

Key management compensation

	2023	1 July 2022 - 30 September 2022
	£	£
Salaries and other short term employee benefits	469,068	-
Post-employment benefits	11,494	-
	<u>480,562</u>	<u>-</u>

Company

During the year, Care Dorset Holdings Limited made sales totalling £27,764,833 (2022 - £Nil) to Dorset Council.



**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan
For the period 1 SEPTEMBER 2024 to 31 DECEMBER 2024
(Publication date - TBC)**

Explanatory Note:

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

Definition of Key Decisions

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

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

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

Committee Membership 2023/24

Cllr Nick Ireland – Leader of the Council and Portfolio Holder for Governance, Performance, Communications, Environment, Climate Change and Safeguarding

Cllr Richard Biggs – Deputy Leader of the Council and Portfolio Holder for Property & Assets, Economic Growth & Levelling Up

Cllr Ryan Holloway - Portfolio Holder for Corporate Development, Transformation, Digital & Change

Cllr Steve Robinson – Portfolio Holder for Adult Social Care

Cllr Gill Taylor - Portfolio Holder for Public Health, Environmental Health, Housing, Community Safety and Regulatory Service

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

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
December				
Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 2 Dec 2024	Cabinet Member for Adult Social Care	<i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Dorset Council Organisational Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 2 Dec 2024	Councillor Steve Robinson	<i>Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 2 Dec 2024	Councillor Steve Robinson	<i>Executive Director, People - Adults</i>
Annual Performance Update for Council Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Councillor Steve Robinson	<i>Executive Director, People - Adults</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Annual Reports				
<p>Care Dorset Business Plan - 6 month review and update</p> <p>Key Decision - No Public Access - Open</p> <p>For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.</p>	<p>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</p>	<p>Decision Date</p>	<p>Councillor Steve Robinson</p>	<p><i>Jonathan Price, Executive Director of People - Adults and Housing jonathan.price@dorsetcouncil.gov.uk, Mark Tyson, Corporate Director for Adult Commissioning & Improvement mark.tyson@dorsetcouncil.gov.uk 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.

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