



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 7 October 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 |
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| 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 2 October 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 2 October 2024.

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

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|------------|--|---------|
| 6. | FORWARD PLAN | 9 - 14 |
| | To consider the draft Forward Plan. | |
| 7. | DORSET COUNCIL ORGANISATIONAL UPDATE | 15 - 20 |
| | To consider the report. | |
| 8. | CARE DORSET UPDATE - REPORT OF THE CHAIR OF THE BOARD | 21 - 26 |
| | To consider the report. | |
| 9. | URGENT ITEMS | |
| | To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) (b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes. | |
| 10. | EXEMPT BUSINESS | |
| | Recommendation | |
| | That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in item(s) No. 11 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph(s) 3 of Part 1 of schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public. | |
| | The public and the press will be asked to leave the meeting whilst the item of business is considered. (Any live streaming will end at this juncture). | |
| | Reason for taking the item in private | |
| | Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information). | |
| 11. | Care Dorset 5 Year Strategy Update | 27 - 34 |
| | <i>Para 3</i> | |
| | To consider the report. | |

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SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON MONDAY 1 JULY 2024

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

Also present: Cllr Jane Somper

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

Chris Best (Managing Director - Care Dorset)

Jen Cook (Lawyer - Contracts and Commercial)

Kate Critchel (Senior Democratic Services Officer)

Aidan Dunn (Executive Director - Corporate Development S151)

Grace Evans (Head of Legal Services and Deputy Monitoring Officer)

Chris Harrod (Senior Democratic Services Officer)

Tony McDougal (Communications Business Partner - Adults and Housing)

Jonathan Price (Executive Director of People - Adults and Housing)

Matt Prosser (Chief Executive)

Mark Tyson (Corporate Director for Adult Commissioning & Improvement)

1. Apologies

None received.

2. Declarations of Interest

There were no declarations of interest.

3. Public Participation

No requests for public participation had been received.

4. Councillor Questions

No questions had been submitted in advance of the meeting.

5. Review of the Committee's Terms of Reference

The Terms of Reference were noted.

6. Dorset Council Organisational Update

The Interim Corporate Director for Commissioning and Improvement introduced the report which set out the recent commissioning activity.

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

- The new St Martin's Extra Care Home in Gillingham was on target to be opened in September 2024 and would provide 55 units of extra care housing, with Care Dorset as the care provider.
- Referrals into Adult Social Care currently came from all parts of the health and adult social care system, and it was essential to have conversations through the Integrated Care Partnership to ensure that the correct professionals were making referrals to re-able somebody before a situation could reach before "crisis point".
- All referrals went through the access and assessment team where it would be triaged to understand the nature of the request and understand if further intervention was required, and it would be this point where the reablement service would be considered as part of the assessment process.
- Officers would welcome feedback on how to improve the referral process to achieve better outcomes.
- The average stay in reablement beds was 6 weeks and settings operated a 1:3 ratio in terms of staffing to support these beds – each support worker supported three people.
- Reablement sought to create a domestic environment to better support the transition back home and in some cases a small domiciliary care package could be offered where appropriate.
- Care Dorset were working with the residents of Sidney Gale House and their families to find suitable alternative accommodation prior to any redevelopment taking place and were having conversations with the Council surrounding this matter, including the proposal for the Council to rebuild it to a modern standard and lease back to Care Dorset, although there were conversations happening to establish alternative methods. An update on this would be provided to a future meeting of the shareholder committee.

NOTED

7. Care Dorset Update - Report of the Chair of the Board of Directors

The Chair of the Independent Board of Directors and Managing Director of Care Dorset introduced the report which gave Members a brief context of the work undertaken since October 2022 and set out the recent activity within the company, including some of the future ambitions.

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

- There was an ambition to raise rates of pay amongst employees of Care Dorset, but this may come with increased expectations of colleagues, although a balance would be struck. A systems review was taking place at present that would assist Care Dorset in identifying areas for improvement.

- Para 8.6 of the report should have read “5000 care hours”, not “5000 care homes”.
- There was a plan to develop the ‘Care Dorset Academy’, which would allow Care Dorset to grow and develop its own colleagues and provide them with different career progression pathways and make use of the apprenticeship levy to offer a series of qualifications.
- There were improvements still required in some of the day service opportunities, which weren’t regulated, but Care Dorset used the same standard across the board, and this was therefore a desire to make improvements, as opposed to a requirement.
- The process followed in relation to the reablement service involved colleagues working directly with hospitals to identify individuals suitable for the reablement service and were also on the multi-disciplinary team calls that took place to identify individuals ready for discharge. The result of these initiatives had seen improvements in the levels of occupancy.
- The use of agency staff was part of the makeup of social care administration. There was always a desire to keep it as low as possible, due to costs, but sometimes it was unavoidable. There was an agency cap within Care Dorset, which needed to be approved each month by the director of operations or managing director. Usage of agency staff had improved with this model being in place and a tool had been developed for teams to ensure safe staffing levels, similar to that used within the pandemic although it was acknowledged that there was still room for improvement within the service though.
- Care Dorset would work more closely with Dorset Council in the future prior to making what could be perceived as controversial operational decisions.

NOTED

8. Year End Accounts to September 2023

The Chair of the Independent Board of Directors and Managing Director of Care Dorset introduced the report which set out the end of year financial position up to September 2023.

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

- Within the proposed strategy which would be presented at a future meeting, there would be a series of key performance indicators (KPIs) included as part of this document. In addition to this, the contract with the council would also contain a series of KPIs to measure performance.
- There were two different sources of funding going into the contract for different elements of delivery.

NOTED

9. **Forward Plan**

The forward plan was noted.

10. **Urgent Items**

There were no urgent items.

11. **Exempt Business**

There was no exempt business.

12. **Minutes**

The minutes of the previous meeting were noted.

Duration of meeting: 10.00 - 11.01 am

Chairman

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**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan
For the period 1 DECEMBER 2024 to 31 MARCH 2025
(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 |
|--|--|---|--------------------------------------|---|
| 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 (Jonathan Price)</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 (Jonathan Price)</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 (Jonathan Price)</i> |
| Annual Performance Update for Council Key Decision - No Public Access - Open | Decision Maker Shareholder Committee for Care Dorset Holdings Ltd | Decision Date 2 Dec 2024 | Councillor Steve Robinson | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| Care Dorset 5 Year Strategy/Business Plan | Decision Maker Shareholder | Decision Date 2 Dec 2024 | Councillor Steve Robinson | <i>Executive Director, People - Adults</i> |

| Subject / Decision | Decision Maker | Date the Decision is Due | Portfolio Holder | Officer Contact |
|--|---|--------------------------|------------------|-------------------------|
| Key Decision - Yes Public Access - Fully exempt | Committee for Care Dorset Holdings Ltd | | | <i>(Jonathan Price)</i> |
| March | | | | |

| | | | | |
|--|--|----------------------------------|---------------------------|---|
| Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open | Decision Maker Shareholder Committee for Care Dorset Holdings Ltd | Decision Date 24 Mar 2025 | Councillor Steve Robinson | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| Dorset Council Organisational Update Key Decision - No Public Access - Part exempt | Decision Maker Shareholder Committee for Care Dorset Holdings Ltd | Decision Date 24 Mar 2025 | Councillor Steve Robinson | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| Care Dorset Update Key Decision - No Public Access - Part exempt | Decision Maker Shareholder Committee for Care Dorset Holdings Ltd | Decision Date 24 Mar 2025 | Councillor Steve Robinson | <i>Executive Director, People - Adults (Jonathan Price)</i> |
| Annual Reports | | | | |

| | | | | |
|--------------------------------------|-----------------------|----------------------|------------------|--|
| Care Dorset Business Plan - 6 | Decision Maker | Decision Date | Councillor Steve | <i>Jonathan Price, Executive Director of</i> |
|--------------------------------------|-----------------------|----------------------|------------------|--|

| Subject / Decision | Decision Maker | Date the Decision is Due | Portfolio Holder | Officer Contact |
|---|--|--------------------------|------------------|--|
| <p>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>Shareholder Committee for Care Dorset Holdings Ltd</p> | | <p>Robinson</p> | <p><i>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 (Jonathan Price)</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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Shareholder Committee for Care Dorset Holdings Ltd

7 October 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: 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, and relevant developments in the wider commissioning landscape.

2. Contract and service specification development

2.1 The contract for the delivery of services by Care Dorset continues to be developed. The specifications have been reviewed and, where relevant, aligned to the Dorset Care Framework specifications so that there is consistency in the commissioning of Care Dorset and the wider market. Final agreement on cost and volume is being worked through.

2.2 Alignment of the Care Dorset financial year to the Council's financial year to aid financial planning for both organisations.

2.3 Work has been undertaken to ensure that there are development plans included in the specifications, where there is an identified need to work to improve services to meet the requirements. Discussions between Commissioners and Care Dorset continue to focus on ensuring that there is alignment between the Business Plan for the company and these development requirements.

2.4 In terms of thinking about the development of the company, commissioners are starting to relate to the company more clearly on to a broad framework that sees the company beginning to exit the first phase of its journey, focusing on turnaround of the service offer that it has inherited. Then the 5-year strategy begins to shape a more ambitious future for the development phase of the company, describing a longer-term horizon for its commercial maturity. The diagram below gives a sense of this thinking.



- Day centre restructure
- Staffing model in residential to enable greater acuity
- Therapeutic reablement
- New supported living
- New extra care

- Deeper efficiency in operations and market competitiveness
- Reablement centres under construction: SGH & Damers Rd – and preparing for operations
- Harnessing new emerging opportunities, esp. WAA (further supported living)
- Self-funder offer embedded and developing

- Self-sustaining for capital development and renewal
- Full use of Teckal 20% flexibility
 - Out of county contracts
 - Self-funder business

3. Significant service developments since the last report

Sidney Gale House

- 3.1 The process for supporting residents of Sidney Gale House into new accommodation and support was a strong example of close working between Care Dorset and various teams, both operational and commissioning, within the Council. West Locality team ensured that reviews were undertaken of the support needs of the residents; brokerage supported in finding alternative placements in the Bridport area; Care Dorset were able to support a number of people to move to their other homes, continuing under our block contract. Around half of the residents of the home remained with Care Dorset. We continue to review those residents to ensure that their needs are being well met in their new homes.
- 3.2 Sidney Gale House is now ready for demolition, and the process commenced for project managing the rebuild of the home. This will be part of the Council's programme of building new reablement and recovery centres, and it is likely that Sidney Gale House will be the first to open under that programme. A report to Cabinet later in October will set out an overview of that process, for agreement.

Extra care housing at St Martin's, Gillingham



- 3.3 Construction of St Martin's House, Magna Housing's new 55-apartment Extra Care housing development in Gillingham, North Dorset, was achieved in September. This follows final sign-off of the environmental performance of the buildings.
- 3.4 Magna Housing, Care Dorset and the Council are now finalising the furnishing, fittings and staff orientation. New residents of St Martin's House are expected to begin moving into their new homes around the middle of October.

Day services

- 3.5 On 9 September 2024, Cabinet agreed a new model for the delivery of day opportunities to Dorset residents. As the main deliverer of commissioned day services in the county, this will have significant impact on the services delivered by Care Dorset. The intention, set out in the report, is to reduced the reliance on building-based services (where currently the cost of running the buildings is significant relative to the number of people attending), and to improve the diversity, flexibility and responsiveness of the day opportunities offer.

- 3.6 The next stage is to take the conversation into localities and towns around Dorset, as part of formal consultation on service changes. This will be done hand-in-hand between the Council and Care Dorset. It represents an opportunity to work with people who draw on support, colleagues in Care Dorset and other services, and the wider community to think creatively about how best to support people with needs for care and support to spend rewarding time in their communities.

4. Finance

- 4.1 As part of finalising the contract, work continues on the resolution of outstanding past matters relating to rental costs, as well as the future contract base, taking account of new and changed services, including the temporary removal of contract income for Sidney Gale House.
- 4.2 The Council is entering a challenging financial period, with significant pressures on adult social care budgets in the remainder of this current year and continuing into the next Medium Term Financial Plan period. Commissioners are looking to the company to support where possible, and to work together to find the optimum balance between giving the company sufficient resource to develop the quality and capacity of its services, but whilst also looking at opportunities to find efficiency in delivery which can support us to meet the overall financial challenge.

5. Developing the Council's adult social care commissioning strategy

- 5.1 For the Shareholder's information, in the context of the development of the company's 5-year strategy, there will be a forthcoming update of the Council's commissioning strategies. It is planned that November's Cabinet will receive a proposed new Council Plan, and the update of the commissioning strategies is intended to build upon this, together with updates on progress and developments of some of the existing priorities.

6. Financial Implications

- 6.1 No specific decisions are requested from this report; as such, there are no specific financial implications raised by this report. Work continues to ensure that we have a contract for the services with Care Dorset which represent good value for money.

7. Natural Environment, Climate and Ecology Implications

- 7.1 There are no specific implications raised by this report. The work underway on day services, as well as the change to Sidney Gale House, present

opportunities to improve the environmental efficiency of Care Dorset's estate and operations.

8. Well-being and Health Implications

- 8.1 The services described, and their journey of improvement, are significant contributors to the maintenance and improvement in the health and wellbeing of people who draw on support.

9. Other Implications

- 9.1 No other implications identified.

10. Risk Assessment

- 10.1 No decision is required; no risk assessment therefore needed.

11. Equalities Impact Assessment

- 11.1 No decision is required. Equalities impacts are assessed in connection with decision made on specific service developments.

12. Appendices

- 12.1 None.

13. Background Papers

- 13.1 Cabinet report on A New Model of Day Opportunities.
Item 16 - [Agenda for Cabinet on Tuesday, 10th September, 2024, 6.30 pm - Dorset Council](#)

14. Report Sign-Off

- 14.1 This report has been through the internal report clearance process and has been signed off by the Director for Legal and Democratic (Monitoring Officer), the Executive Director for Corporate Development (Section 151 Officer) and the appropriate Portfolio Holder(s)

Care Dorset Shareholder Committee

7 October 2024

Report from the Chair of the Board of Directors

For information and assurance

| | |
|-----------------------|--|
| Report author: | Chris Best |
| Title: | Managing Director |
| Email: | chris.best@caredorset.co.uk |
| Date: | 25 September 2024 |

Report status: **PUBLIC**

Brief summary:

This paper provides an update for shareholder members on matters relating to Care Dorset following the last meeting. This report covers the period from late June to September 2024.

Recommendation:

A. For the Shareholder Committee to note the report and the updates contained therein.

Reason for recommendation:

Care Dorset is a key delivery partner to Dorset Council for adult social care and support. There remains significant work in driving forward improvements in Care Dorset's operation and also to grow the organisation both in volume and revenue.

INTRODUCTION

1. Care Dorset is pleased to submit this comprehensive report to the Shareholder by way of an update on relevant matters.
2. Care Dorset has been successful in being shortlisted for Care Team of the Year at the National Care Awards. The Reablement team is up against nine other finalists. The winner will be announced at the event in London on 29 November 2024.
3. Care Dorset is in the final phase of organising its second birthday celebrations. In place of a single awards evening, local teams have been encouraged to organise an event to include the people we support and colleagues. Confirmation of dates for these events is pending but will be in the weeks commencing 30 September and 7 October 2024.
4. Contract renegotiation
 - 4.1. Care Dorset continues to have productive discussions with its Dorset Council commissioners on the block contract arrangements. Significant work has been undertaken from both parties to revise and update the service specifications. The final phase of the discussions is to agree the volume and contract value. These discussions are planned for the end of September 2024.
5. Achievements in the last 12 months
 - 5.1. As Care Dorset reaches the end of its second year of operation, it is important to reflect on the last 12 months and the achievements the organisation has made:
 - 5.1.1. Sustained improvements in the level of occupancy across its residential beds.
 - 5.1.2. Reduced colleague vacancy levels.
 - 5.1.3. Introduction of the people with lived experience complaints scrutiny panel as part of the approach to instil a learning culture across the organisation.
 - 5.1.4. Reduction in the use of agency colleagues resulting in improved financial performance in the second half of the year.
 - 5.1.5. Introduction of the community development fund (see paragraph 23 onwards for more details).
 - 5.1.6. Opened the Dorchester Road location in Weymouth (a service for younger adults with learning disabilities) with positive outcomes already being achieved.
 - 5.1.7. Successfully recruited a full colleague team for St Martin's extra care housing scheme in Gillingham.

FINANCIAL PERFORMANCE

6. The financial year end is 30 September 2024. It is unlikely that Care Dorset will make a profit this year and at best will be at a break-even position. This is dependent on successfully recovering the additional costs incurred on behalf of Dorset Council Property. A schedule of costs has been shared with Dorset Council Property and we have invoiced £811k.
7. Revenue is behind budget by £0.9m which is explained by the delay with the St Martin's extra care housing scheme in Gillingham.
8. Care Dorset monitors its cash flow carefully and remains solvent although there is no room for complacency, and the situation is kept under continuous review and scrutiny.
9. Negotiations on the block contract value and volumes with Dorset Council commissioners continue to be progressed. This has been a significant amount of work but there is much greater clarity on the cost base associated with operating Care Dorset's inherited services.

OPERATIONAL DELIVERY

10. In August we had an unannounced CQC inspection at the Lawns. The inspectors were in attendance over three days. We await the draft report.
11. Sidney Gale House ceased to operate on 16 August 2024. Colleagues from Dorset Council and Care Dorset worked closely to ensure a smooth transition for the people supported at Sidney Gale House. A small number of colleagues have been redeployed to other services within the Care Dorset operation. Colleagues praised the approach taken by Care Dorset in handling the redundancy situation.
12. St Martin's is due to start operating in mid-October and Care Dorset has been inducting and orientating the workforce in readiness.
13. We have received confirmation that consultation with Shared Lives colleagues has now concluded and will transfer to Care Dorset, this is likely to happen in the next three months or so.
14. The 30 reablement beds (funded by the Better Care Fund) had an average occupancy level of 84% in the three months to August 2024. The average length of stay remains just over six weeks.

WORKFORCE

15. Care Dorset's recruitment efforts remain effective with the organisation currently carrying around 20 vacancies which represents a vacancy rate of circa 5%.
16. Levels of sickness have begun to rise slightly and are now at an average of 14.9 days per person, per year. The HR team are working with local leaders to ensure that colleagues are supported, and that sickness is managed effectively.
17. Overall compliance in training has improved since last reported; up to 87.8% against the target of 90%. Core training compliance is currently at 90% with

essential training currently at 83%. There are fourteen settings that have exceeded the KPI for core training.

18. A root and branch review of learning and development commissioned in late July is nearing completion. The review has been examining online and face-to-face training, Care Dorset's approach to induction for colleagues and managers, and considering the organisation's approach to personal growth and development.
19. Work is also underway on the development of the Care Dorset academy. This is a cornerstone of Care Dorset's workforce development plans.

GOVERNANCE

20. As reported at the last Shareholder meeting, and while not a reserved matter, it was agreed Care Dorset would provide an update. While there are no proposed changes to the structure of the Board or its membership, Care Dorset would like to update members on the work completed in this space. The role profile of the non-executive directors has been reviewed and onboarding and induction arrangements have been standardised. Additionally, quarterly reviews have been introduced between the Chair and Non-Executive Directors.
21. A review of Care Dorset's risk management framework is underway as part of the governance review, with support from a risk management consultancy.

PEOPLE WE SUPPORT INVOLVEMENT

22. Care Dorset formed a people with lived experience group in January 2024. The group of people have met four times and at each meeting they have been considering a couple of complaints at each meeting. The discussions and any suggestions for improvements are reported back to colleagues across the organisation.
23. The Board of Directors met with the people with lived experience group in September to discuss their feedback and explore how the organisation could further improve.

STRATEGIC RISKS

24. Care Dorset considers the following risks remain significant for the organisation.
 - 24.1. Workforce. While Care Dorset performs well in respect of recruitment, it is important that the organisation remains well placed 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 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 deliver

improvements in this area. The Board has endorsed the direction of travel with the people strategy, and this now needs to be finalised.

- 24.2. Quality. Care Dorset continues to make improvements in the delivery of quality services. Care Dorset remains firmly on an improvement journey.
- 24.3. 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 as well as growing its ability to sell to private funders.
- 24.4. 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. The scope of the review has been broadened to now encompass key processes across the organisation.

COMMUNITY DEVELOPMENT FUND

25. The Chair's Advisory Group which considers bids for community projects have met twice since its inception. The group members include a number of people with lived experience, the Managing Director and Finance Director and two members of the Board (including the Chair).
26. The group has awarded just over £6,000 to three projects. One of which has recently been completed which is the sensory garden at Anglebury Court. This was an example of the community working together. For example, the ramp leading to the Sensory Garden was sourced, and installed, by Wareham Disabled Club and The Lions.
27. Another example is the silent disco project. This will give people the opportunity to enjoy a disco in a way that best suits them as well as having the chance to learn the skills of a being a DJ. This may also provide opportunities for employment.
28. Below are some photographs from the sensory garden opening as well as the silent disco equipment arriving.



APPENDICES

29. There are no appendices to this report.

BACKGROUND PAPERS

30. There are no background papers.

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

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