



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 2 December 2024
Time: 10.00 am
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

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

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

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

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

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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 meeting held on 7 October 2024.	
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 lindsey.watson@dorsetcouncil.gov.uk by 8.30am on 27 November 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 lindsey.watson@dorsetcouncil.gov.uk 8.30am on 27 November 2024.

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

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|------------|---|---------|
| 6. | FORWARD PLAN | 9 - 14 |
| | To consider the committee's Forward Plan. | |
| 7. | DORSET COUNCIL ORGANISATIONAL UPDATE | 15 - 20 |
| | To consider a report of the Corporate Director, Commissioning and Improvement. | |
| 8. | CARE DORSET UPDATE - REPORT OF THE CHAIR OF THE BOARD | 21 - 24 |
| | To consider a report of the Chair of the Board. | |
| 9. | CARE DORSET - CHANGE OF FINANCIAL YEAR | 25 - 26 |
| | To consider a report of the Managing Director Care Dorset. | |
| 10. | CARE DORSET - ANNUAL PERFORMANCE REPORT FOR THE PERIOD SEPTEMBER 2023 TO OCTOBER 2024 | 27 - 40 |
| | To consider a report of the Managing Director Care Dorset. | |
| 11. | URGENT ITEMS | |
| | To consider any items of business which the Chair has had prior notification and considers to be urgent pursuant to section 100B (4) (b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes. | |
| 12. | EXEMPT BUSINESS | |
| | To consider passing the following recommendation: | |
| | 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 13 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 | |

junction).

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).

13. **Your Life, Your Way - Care Dorset's Five-Year Strategy** 41 - 56
Para 3
To consider a report of the Managing Director Care Dorset.



SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON MONDAY 7 OCTOBER 2024

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

Also present: Cllr Jane Somper (Remote)

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

Chris Best (Managing Director - Care Dorset)

Aidan Dunn (Executive Director - Corporate Development S151)

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)

Nicola Rowland (Vice-Chair of the Board of Directors - Care Dorset)

Caroline Tapster (Chair of the Board of Directors - Care Dorset)

Mark Tyson (Corporate Director for Adult Commissioning & Improvement)

Lindsey Watson (Senior Democratic Services Officer)

13. **Apologies**

Apologies for absence were received from Cllr Nick Ireland.

14. **Minutes**

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

15. **Declarations of Interest**

Cllr Gill Taylor declared an interest as her husband was a service user of Care Dorset.

16. **Public Participation**

No public participation requests had been received.

17. **Councillor Questions**

No councillor questions had been received in advance of the meeting.

18. **Forward Plan**

The draft forward plan was noted.

19. **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:

- One of the key challenges for Care Dorset related to the estate that been inherited from its predecessor and there was a great need to establish what was currently possible in terms of service delivery and level of care as a result of limitations in some settings, and how it could be improved over time. The core focus of this exercise would be to ensure that service users could be in receipt of the best level of care according to their requirements.
- Early in the development of Care Dorset, there had been discussions surrounding the need for bedded reablement support and Care Dorset had been able to acquire and redevelop the building next door to the Castleman develop which had been impactful in a short space of time in terms of avoiding the requirement for long term care for people leaving hospital. The commissioning team monitored length of stay at reablement centres and were comfortable with the average lengths of stay in those beds not exceeding six weeks.
- In respect of the St Martin's development, Care Dorset were commissioned to provide the background support which covered 'waking nights' and additional support that certain individuals needed such as community support. Care Dorset would like to be the provider for all individual care needs but accepted that some residents moving in already had a domiciliary care provider in place.

NOTED

20. **Care Dorset Update - Report of the Chair of the Board**

The Chair of the Independent Board of Directors and Managing Director of Care Dorset introduced the report which provided a company update for the past period.

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

- In relation to ongoing contract renegotiations, there had been some constructive conversations between Care Dorset and the commissioning team and both parties were seeking to finalise arrangements towards the end of the calendar year.
- Funding for carers picking up certain healthcare roles in order to reduce the need for district nurses to visit centres was included within the funding available for reablement beds, which was provided by the better care fund.
- Voluntary staff turnover was 20%, which was common in the sector and Care Dorset was working to reducing this figure where possible.

- Care Quality Commission spot checks for registered settings were unannounced. For supported living settings however, they were announced.
- The Shared Lives transfer was to be an 'as-is' transfer and staff would be transferring from the employment of Dorset Council to Care Dorset. Payments would not change and would continue to be administered by the Local Authority and carers would continue to be well supported. Care Dorset were looking at how the service could be expanded upon and how it could be used in the rehabilitation space. The priority at present was to ensure smooth transition for both staff and carers.

The Chair took the opportunity to thank Care Dorset colleagues for their report and comprehensive responses and congratulate its reablement team on being nominated for 'Care Team of the Year' at the National Care Awards.

NOTED

21. Urgent Items

There were no urgent items.

22. Exempt Business

It was moved by Cllr Richard Biggs, seconded by Cllr Gill Taylor and subsequently **carried**:

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 the item(s) below 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 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.

23. Care Dorset 5 Year Strategy Update

The Chair of the Independent Board of Directors and Managing Director of Care Dorset introduced the report which set out the framework for the emerging Care Dorset 5 Year Strategy.

Officers responded to questions and comments in relation to the following topics:

- Inclusion of input received from service users
- Inclusion of commercialisation opportunities
- Offers to be broadened
- Better advertisement of Care Dorset and what it offered
- Capital investment towards improvement of existing estate where required to ensure quality of service remains.
- Appropriate staffing levels to meet growing demands.

The Chair thanked Members for their input and Care Dorset for their comprehensive responses.

RESOLVED that

1. The direction of travel with the strategy development be endorsed.

Duration of meeting: 10:00 – 11:07am

Chairman

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**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - December 2024 to March 2025
For the period 1 DECEMBER 2024 to 31 MARCH 2025
(Publication date – 4 NOVEMBER 2024)**

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for the Care Dorset Holdings Ltd. 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 2024/25

Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Performance and Safeguarding
Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Property & Assets, and Economic Growth
Cllr Ryan Holloway – Cabinet Member for Corporate Development and Transformation
Cllr Steve Robinson – Cabinet Member for Adult Social Care
Cllr Gill Taylor – Cabinet Member for Health and Housing

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	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	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>
Care Dorset Update Key Decision - No Public Access - Part exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 2 Dec 2024	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Annual Performance Update 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>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Alignment of End of Year Reporting Periods 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>Executive Director, People - Adults (Jonathan Price)</i>
Care Dorset 5 Year Strategy/Business Plan Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 2 Dec 2024	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Page 11 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	Cabinet Member for Adult Social Care	<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	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
<p>Care Dorset Update</p> <p>Key Decision - No Public Access - Part exempt</p>	<p>Decision Maker Shareholder Committee for Care Dorset Holdings Ltd</p>	<p>Decision Date 24 Mar 2025</p>	<p>Cabinet Member for Adult Social Care</p>	<p><i>Executive Director, People - Adults</i> <i>(Jonathan Price)</i></p>
<p>Annual Reports</p>				
<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>Cabinet Member for Adult Social Care</p>	<p><i>Jonathan Price, Executive Director of</i> <i>People - Adults and Housing</i> <i>jonathan.price@dorsetcouncil.gov.uk,</i> <i>Mark Tyson, Corporate Director for</i> <i>Adult Commissioning & Improvement</i> <i>mark.tyson@dorsetcouncil.gov.uk</i> <i>Executive Director, People - Adults</i> <i>(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

2 December 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 2 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. Significant service developments since the last report

- 2.1 The interval between committee meetings has been short time around, so the report is briefer than usual.

Development of new reablement centres

- 2.2 A report was submitted to Cabinet in October, which approves the demolition of the current Sidney Gale House building and, more importantly, approves progress to RIBA Stage 2 planning for the design and building of the new centre. The Council will be managing the programme for construction of the new centre, supported by external partners. There will be mechanisms for ensuring the involvement of important stakeholders, one of which is Care Dorset as the anticipated operator of the final service.
- 2.3 The timelines for the construction are laid out in the Cabinet report, in summary seeing first admissions in early 2028. RIBA Design phases will be concluded by May 2025, which is the important horizon for ensuring that there is a clearly-specified facility as the basis for moving on to construction.

Extra care housing at St Martin's, Gillingham

- 2.4 A small number of moves into the new extra care facilities at Gillingham have now happened, with more lined up. The expectation is that the development will be fully occupied by the end of the year.

Day services

- 2.5 Following Cabinet's approval of the day opportunities model in September, planning is underway for the wide range of community consultations that will be required in individual places, to scope effective implementation. The decision has been made to start these in the New Year, and Care Dorset have been involved in the planning.

3. Key Council decisions

- 3.1 At the time of submitting the report to Committee, Cabinet is due to consider an important suite of documents, which will set a framework for the priorities in adult social care delivery for the coming years.

3.2 First amongst them is the new Council Plan, focusing on four priorities:

- Provide affordable and high-quality housing;
- Grow our economy;
- Communities for all;
- Responding to the climate and nature crisis.

The delivery of adult social care support, and the high level of ambition for the wider preventive and supportive community infrastructure around it, are set out in the 'Communities for all' priority. However, Care Dorset has contributions to make to the delivery of all of the priorities, and these will frame conversations and planning work with the company into the future.

3.3 There is also an important report on the future finances of the Council, setting out the medium-term financial planning position. This is a challenging year for the Council, as is set out in the report, and again Care Dorset is an important part of adult social care's contribution to delivering a balanced budget. This includes, for example:

- Avoiding long-term care costs through effective reablement;
- Effective block contract management for residential care, driving down costs incurred to the Council from spot purchasing elsewhere;
- Delivery of the new, flexible and less building-focused model of day services delivery;
- Seeking further efficiencies in delivering all services.

3.4 Finally, there is a report on the next stages of Our Future Council, the council-wide transformation plan. Whilst much of this is focused on customer journey through the Council's 'front door', there is also a significant focus on commissioning and commercial activity, in which there may be opportunities for Care Dorset or further developments in the relationship between commissioners and the company.

4. Finance

4.1 We are nearing completion of the final service costs and volumes that will allow final sign-off on the Council's contract with Care Dorset.

4.2 There are a number of strands of work on the development of Care Dorset's estate, and potential for service developments supported by either Council investment or the different use of Council-owned assets. The reablement centre development is the most notable of these. A proposal is being developed for a more structured group to work through these programmes and issues, strengthening the relationship between the council more corporately and the

company. We would anticipate this being a good basis on which to support the company commercially into the future, alongside both routine and strategic discussions between the company and its commissioners.

5. Financial Implications

- 5.1 No specific decisions are requested from this report; as such, there are no specific financial implications raised by this report. Note should be taken of the Cabinet papers on the medium-term financial plan for the Council, and the context that it sets for Care Dorset's work.

6. Natural Environment, Climate and Ecology Implications

- 6.1 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. Now the Sidney Gale redevelopment has been agreed, it can be confirmed that the new site will strive for BREEAM 'excellent' status.

7. Well-being and Health Implications

- 7.1 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.

8. Other Implications

- 8.1 No other implications identified.

9. Risk Assessment

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

10. Equalities Impact Assessment

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

11. Appendices

- 11.1 None.

12. Background Papers

- 12.1 Cabinet report on Reablement Centres development (15 October 2024):
<https://moderngov.dorsetcouncil.gov.uk/documents/s42711/Cabinet%20-%20Reablement%20Centres%20-%20Final%20Report.pdf>

- 12.2 Cabinet report on the draft Council Plan (19 November 2024):
<https://moderngov.dorsetcouncil.gov.uk/documents/s43154/Cabinet%20report%2019%20Nov%202024%20draft%20Council%20Plan%20final.pdf>
- 12.3 Cabinet report on the Medium Term Financial Plan (19 November 2024):
<https://moderngov.dorsetcouncil.gov.uk/documents/s43153/2024-11-19%20MFTP%20and%20budget%20report%20to%20Cabinet%20-%20Cleared.pdf>
- 12.4 Cabinet report on Our Future Council (19 November 2024):
<https://moderngov.dorsetcouncil.gov.uk/documents/s43159/241119%20Our%20Future%20Council%20Cabinet%20v5%20Final%20version%20with%20Appendix%20A%20-%20C.pdf>

13. Report Sign-Off

- 13.1 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)

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Care Dorset Shareholder Committee

2 December 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:	19 November 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 is a shorter paper given the annual performance report covered elsewhere on the agenda.

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 the 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 the Chair's Report to the Shareholder. It is a shorter report given the annual performance review which is included on the agenda.
2. We have engaged a part-time Marketing Director to support Care Dorset with preparing itself to sell more beds to private funders as well as exploring ways in which the organisation can better market itself as the organisation seeks to operate in a more commercial manner.
3. I am sure I speak for us all when I say how saddened we were to learn of the recent incident at the Gainsborough Care Home in Swanage. Following media reporting, we have sought to assure ourselves and the Board of the situation within our 24/7 care settings. We have reviewed the gas safety certification as well as purchased additional carbon monoxide testing equipment and located these in areas of risk.

FINANCIAL PERFORMANCE

4. For the 12 months ending 30 September 2024, the management accounts show an operating profit of £79k. This is worse than budget by £656k. While getting to better than breakeven is creditable given the business's situation earlier in the year, there remain significant risks to overcome before the year-end.
5. Cash flow is expected to be positive through to the end of January 2025.
6. The assumptions on cash flow being positive through to end of January including some funding due from Dorset Council which include monies for property costs and the back-dated pay award.
7. There is some outstanding rent owed which Care Dorset will catch up with once the occupation agreement has been resolved.
8. The Government's budget announcement to increase employer National Insurance contributions by 1.2%, and reduce the secondary threshold means that we expect our pay bill to increase by £0.5 million per annum. We are talking to Dorset Council Commissioners as part of our contract price negotiations about how these additional cost pressures are accounted for within the overall costings.

OPERATIONAL DELIVERY

9. We are delighted that St Martin's has now opened and the people have begun to move in. We have a wonderful team in place, and they are gearing up to start delivering really good care and support over the coming weeks.
10. The transfer of Shared Lives service to Care Dorset has been paused while some important matters relating to the transfer are progressed with Dorset Council.
11. Over the last quarter occupancy levels in our residential care settings have averaged 90%.

12. Occupancy levels across the 30 reablement beds have increased from 80% in the last quarter to 85% which reflects the work that colleagues have been doing with our referring agencies.
13. Our Day Services continue to over deliver against contract by a considerable level. Whilst we do not deliver services to as many people as we did in the past, the full-time equivalent is now higher than prior to the Care Dorset transfer given the higher needs of the individuals accessing the services. Care Dorset is working with Dorset Council in developing plans in response to the commissioning intention to develop a hub and spoke model.

WORKFORCE

14. Recruitment activity was up slightly in October from September with 9 new colleagues commencing, with a full time equivalent of 4.42.
15. All onboarding for colleagues has now been centralised to the existing Resourcing team ensuring greater compliance with CQC Regulation 19.
16. The volume of leavers in general as well as turnover of colleagues within their first 6 months of employment continues to present as a key area of focus. With there being 17 leavers overall and 5 leavers this month in the first 6 months of employment.
17. The Human Resources (HR) Department continues to support Managers in addressing this through their regular monthly HR Surgeries, identifying where formal intervention is needed and supporting the process to conclusion.
18. Following the Learning and Development review, Care Dorset is in the process of recruiting a new learning and development department which will include three internal trainers and a digital coordinator. Overall compliance in training has improved since last reported, up to 86.4% against the target of 90%.

GOVERNANCE

19. The details of our Senior Information Risk Owner (known as SIRO), Caldicott Guardian and Data Protection Officer have been registered with NHS Digital. Our Managing Director is the registered SIRO, our Director of Operations is our registered Caldicott Guardian and the Company Secretary as Data Protection Officer (now a qualified GDPR Practitioner).
20. Information security and information governance remains a focus for Care Dorset and a framework is being pulled together over the forthcoming months; this will help to provide assurance and develop good practice across the company.
21. The management of paper archives in our registered residential settings has been a priority to ensure we are lawful (in terms of retention periods) and potential fire safety risks addressed. The residential homes and supported living services will be completed by Christmas 2024, with reablement and day services following in the new year. A revised retention policy, with supporting schedule, and roadmap for a company file plan are to follow in early 2025.

22. Members of the Board attended a learning event facilitated by Claire Ward from Anthony Collins on 12 November 2024. The session was insightful, offered some useful guidance for the future and the feedback received has been positive.

PEOPLE WE SUPPORT INVOLVEMENT

23. This is covered within the annual performance review.

STRATEGIC RISKS

24. Following receipt of the findings report from Risk Management Partners (Gallagher Bassett) at the end of October, the strategic risk register is currently being reviewed to reflect key areas of feedback, sense-check against sector and global risks, and incorporate best practice.
25. A company issues log is now running, and this reflects the issues already happening and needing our prompt attention. In some cases, we may find entries moving between the issues log and the risk register during the lifecycle of the item.
26. A further session on risk management was prepared and delivered to the Senior Leadership Team at the end of October to introduce more rigor and ownership across our extended team. We are starting to see issues and risks flowing from our colleagues in operations, projects and business development thereby informing our strategic oversight.

APPENDICES

27. There are no appendices to this report.

BACKGROUND PAPERS

28. There are no background papers.

Care Dorset Shareholder Committee

2 December 2024

Change of Financial Year

For approval

Report author:	Chris Best
Title:	Managing Director
Email:	chris.best@caredorset.co.uk
Date:	20 November 2024

Report status: **PUBLIC**

Brief summary:

This paper recommends a change to Care Dorset's financial reference period to bring it in line with Dorset Council's fiscal year from 1 April 2026.

Recommendation:

It is recommended the Shareholder approves a change to the financial reference period for Care Dorset to operate an April to March fiscal year from 1 April 2026.

This change means there will be an 18 month financial year from 1 October 2024 to 31 March 2026.

Reason for recommendation:

This change is recommended in order to bring Care Dorset in line with Dorset Council's financial reference period and avoid complication with Care Dorset operating over two financial years with Dorset Council.

1. This paper proposes a change of Care Dorset's accounting reference date from 30 September to 31 March to align Care Dorset's accounting reference date or year-end date with the Dorset Council. This is a change requested by Dorset Council officers.

RATIONALE FOR THE REQUEST

2. Care Dorset began to operate in October 2022 and in order to avoid a short financial year and the resultant year end process so soon after its inception, Care Dorset opted for a financial year period from October to September each year.
3. While this arrangement meant the organisation had easier access to auditors, it has resulted in some challenges with Dorset Council commissioners given that Care Dorset's financial year crosses two financial years.

IMPLEMENTING THE CHANGE

4. The change requires a simple notification to Companies House, which will be undertaken following the report and accounts for the year ended 30 September 2024.
5. The Care Dorset Board considered the matter at their meeting on 25 November 2024 and has asked the Shareholder to approve a change that would result in Care Dorset operating an 18-month financial year for the period 1 October 2024 to 31 March 2026.
6. Care Dorset's second financial year has just finished and the year-end accounts will now be finalised. This proposed change will not impact on that process.

APPENDICES

7. None

BACKGROUND PAPERS

8. None

Care Dorset Shareholder Committee

2 December 2024

Annual performance report for the period September 2023 to October 2024

For information and assurance

Report author:	Chris Best
Title:	Managing Director
Email:	chris.best@caredorset.co.uk
Date:	20 November 2024

Report status: **PUBLIC**

Brief summary:

This paper provides a comprehensive review of the second year of Care Dorset's operation, covering the period 1 October 2023 to 30 September 2024.

Recommendation:

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

Reason for recommendation:

Care Dorset is a major delivery partner to the Dorset Council for adult social care and support.

Much remains to be done to drive improvements to Care Dorset's operation and to grow the organisation, both in volume and revenue.

This paper describes work completed over the last 12 months to achieve Care Dorset and Dorset Council's shared ambitions. It will then chart work planned for the coming year.

LETTER TO SHAREHOLDER

Dear Members,

I am pleased to present to you our Annual Performance Report.

This report encapsulates a year of growth, innovation, and resilience. It is our privilege to update you on our performance, achievements, and vision for the year ahead.

Reflecting on Our Year

The second year has been no less busy than the first.

The development of our vision – “A world where people can thrive” – has provided renewed focus.

The appointment in April of Chris Best as permanent Managing Director ushered in a new approach modelled on Servant Leadership, along with greater openness and transparency.

The arrival, early in the year, of our young adult service in Weymouth was a source of great pride. We’re delighted the people we support there are already thriving – developing new skills, job opportunities and friendships.

While slightly outside this reporting period, it would be remiss of me not to mention the opening of St Martin’s House in Gillingham. People want to stay independent, and we want to help them to do that. We’re proud to have recruited and trained a strong, experienced Extra Care team.

Looking Forward

Our strategic priorities put the people we support at the centre of their own care and support. We will grow market share, become a provider and employer of choice, and ensure value for money.

These objectives are part of a comprehensive strategy – named Your Life, Your Way – to generate sustainable value for all stakeholders.

In closing, I would like to thank each of you, our valued shareholder, for your trust and continued support. We are grateful for your partnership and look forward to the coming year.

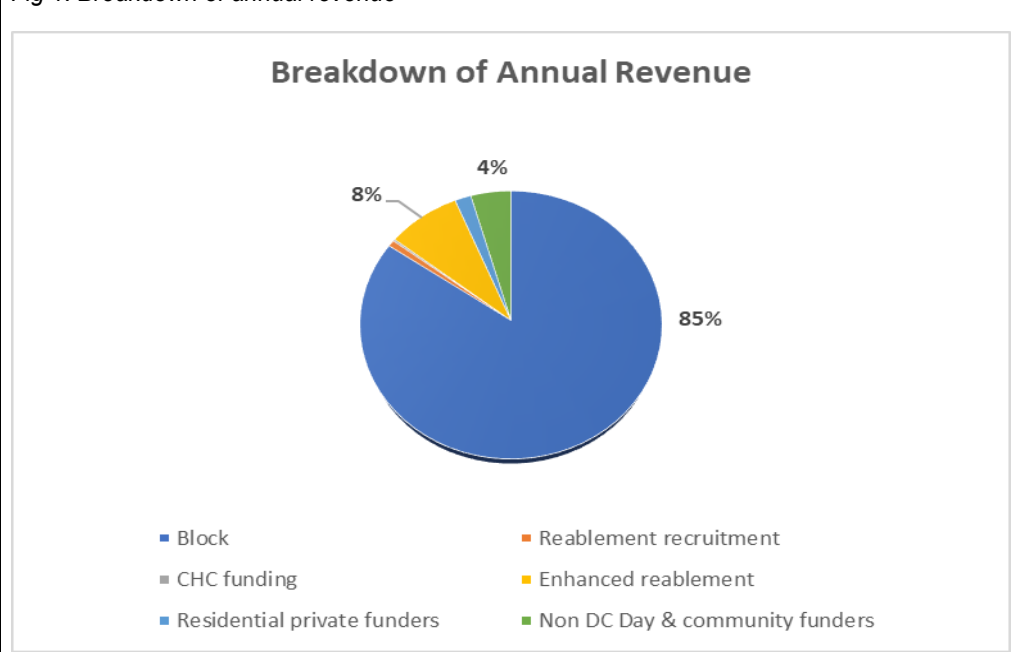
Warm regards,

Caroline Tapster CBE
Board of Directors Chair

COMPANY OVERVIEW

1. Our strategic vision is “A world in which people can thrive.” This is our ‘north star’.
2. We remain proud of our organisational values of *We are People-focused, We have Integrity, We are Genuine, We will Develop* and *We are a Team*.
3. Care Dorset operates five Residential care homes, three Supported Living locations, bedded Reablement, community Reablement, 13 Day Services and, most recently, Extra Care from St Martin’s in Gillingham.
4. Care Dorset supports around 900 people, employing around 1,000 colleagues.
5. Our primary source of funding is the block contract with Dorset Council. This accounts for just over 85% of all our revenue.
6. Care Dorset purchases a series of services from Dorset Council including payroll, ICT, accounts payable, occupational health and employee counselling.
7. Dorset Council is Care Dorset’s landlord for five Residential care homes and 13 Day Services – the majority of the buildings we occupy. Care Dorset pays rent for these buildings at a total cost of £1.57m per annum.
8. As set out in figure 1, the majority of Care Dorset funding (85%) is from the block contract with the Dorset Council, 8% comes from the bedded reablement contract, 5% is from private funders and around 2% is from Continuing Health Care funding. Care Dorset’s total revenue is £30.7m per annum.

Fig 1: Breakdown of annual revenue



HIGHLIGHTS

9. A few highlights from Care Dorset's on-site activities



9.1. In September Ridgeway, a day service in Weymouth, held their own annual festival – “Ridgestock.”

Local musicians and colleagues played live sets to the crowd, and a neighbouring service came along to join in.



9.2. The people we support, their families and our colleagues held a very unofficial Olympic Games in the summer at The Hayes in Sherborne.

Indoor events were held in the morning and outdoor events – heavy on water pistols – in the afternoon.



9.3. Castleman House in Blandford Forum were joined by two alpacas for the day earlier in the year.

Our activities coordinator at Castleman House said: “The people we support always mention how they enjoy animal visits.”

People we support in nearby Blandford Connect also came along.



9.4. After requests for adventure, 35 people we support at The Hayes went on a series of walks adding up to 53.52 miles over the course of April and May.

They raised over £200 for the Alzheimer's Society in the process.



9.5. In June, colleagues at Ridgeway in Weymouth took a group of 12 people they support on holiday to Cornwall.

Some were able to see Tom Jones, Gabrielle and Sophie Ellis-Bextor in an open-air concert.

Manager Toby Alltoft said: “Many of the people we support don't get to experience holidays at all or, if they do, have never been away without their families.

“A holiday seemed like a great way to have fun and provide a memorable experience.”

10. Listening to the people we support

- 10.1. Recent months have been dedicated to involving the people we support, ensuring their voices directly influence our services and practices.
- 10.2. Three groups meet regularly, fostering a space for ongoing feedback and collaboration. Together, we have reviewed complaints, refined templates, and ensured our accessible information does its job.
- 10.3. An important outcome has been the co-production of a Quality-of-Life Assessment; to be rolled out during 2025. Lived experience groups offer invaluable feedback, which has influenced the assessment's design and content.
- 10.4. A stakeholder survey has been co-produced, exploring the Care Dorset Quality Standards. It was shared with people we support, ensuring it is both accessible and meaningful. The survey, scheduled for launch in December, will capture feedback from the people we support, their families and friends.



11. The Community Development Fund

- 11.1. Care Dorset inherited a series of amenity fund arrangements from the previous provider and, after commissioning an independent review, took the decision to close these accounts and develop the Community Development Fund (CDF).
- 11.2. The CDF supports projects which have a benefit to the people we support and have a community element to them.
- 11.3. Bids are considered by the Chair's Advisory Group whose members include people we support, the executive team and the non-executives.
- 11.4. Projects supported already include a sensory garden, DJ equipment and DJ workshops. Improvements to the garden at Purbeck Connect feature an accessible polytunnel – enabling fruits and vegetables to be grown and sold at local food markets.
- 11.5. The DJ equipment and workshops have been a great success, so much so that the people we support are holding a disco in late November. A person we support, Eric, said *“I have always dreamed of being a DJ.”* Another, Jamie, said: *“I’ve learnt to make a good rhythm, tone and bass. I’m excited to show off my skills, like Scott Mills on the radio.”*



12. Business development/growth

- 12.1. We are delighted St Martin's has now opened and the people we support have started to move in. The recruitment and mobilisation of a new team of support workers has been on its own a significant achievement.
- 12.2. Our new transition service for younger adults with learning disabilities opened in May 2024. The people who live at Dorchester Road have achieved life goals, such as work experience, developing independent living skills and building friendships.

13. Colleagues / Human Resources

- 13.1. Dorchester Road and St Martin's has led to significant recruitment and on-boarding activity. St Martin's alone required building a team of around 25 people.
- 13.2. The ending of care and support at Sidney Gale House in Bridport affected 81 colleagues. Some 10 were successfully redeployed, with the remaining leaving Care Dorset. A lack of reasonable alternatives close to the area, and the lack of transport options were, for many, decisive factors.
- 13.3. Care Dorset recruited 125 contracted operational colleagues throughout 2024 across all settings, with 144 leaving. The organisation has always sought to emphasise that a career in care is not for everyone, and this has been our ongoing recruitment campaign. Care Dorset invests significantly in recruitment advertising, including the Indeed job board and also adopts CV searching and headhunting methods to attract candidates with the right values and skills. Care Dorset typically receives over 100 applications per month. Care Dorset does not actively recruit candidates from overseas but does have a registration with the Border Agency to enable the organisation to recruit colleagues who require sponsorship.
- 13.4. All colleague turnover is currently 25%. This is consistent with the sector average of 24.8%, and better than the Southwest and Dorset County averages of 26.1% and 36.5% respectively for 2023/2024. Voluntary colleague turnover for the previous rolling 12 months is at 17%.
- 13.5. Tackling absence remains both a priority and challenge. The average absence is approximately 14 days per full time equivalent; a statistic which remained static across the year.
- 13.6. In 2024 to date, 30 colleagues who have been absent due to long-term health conditions have been successfully supported back to work with a further 10 unfortunately having employment terminated due to there being no obvious avenue for return or redeployment.

13.7. Care Dorset has invested heavily in learning for colleagues and since April 2023 to September 2024 has spent over £430k on a range of training to ensure our colleagues are skilled and confident. A recent review of the learning function has resulted in some changes in the structure for the learning team with also the introduction of internal trainers aimed at improving efficiency and enhancing effectiveness of training interventions.

13.8. Care Dorset has a positive relationship with its three recognised trade unions with regular interaction and discussions.

14. Service contract performance

14.1. Levels of occupancy within the residential beds have averaged 89% over the last year (excluding Sidney Gale House). This represents a rise of 12.3% from the date of transfer to Care Dorset. Castleman House and Streets Meadow continue to support a higher proportion of people with needs that are considered high; Streets Meadow's focus is on supporting people with advanced dementia.

14.2. Bedded Reablement occupancy has averaged 83%, with the average length of stay being just over six weeks. Some 263 people have been supported, with the majority returning home.

14.3. In the period January to October 2024, Care Dorset estimates it has saved the local authority over £600k based on the difference between the package of care identified for the person on discharge from hospital and what was required at the end of the reablement period. This equates to a weekly saving of upwards of £12k.

14.4. Over the last 12 months, we have continued to over deliver in Day Services against the specified capacity in the service contract by 50%. In six Day Services, the level of over delivery is in excess of 100% more than the contract.

14.5. Care Dorset delivers 1,346 hours of support across the three Supported Living settings, and this remains in line with the contract.

14.6. Care Dorset is delivering an average of 3,200 hours of community support per month, and this translates into around 2,500 direct hours of Reablement when travel time is removed from the figures along with senior officer time to support with quality assurance and initial assessment. There is work to do to improve overall usage.

14.7. On average, Care Dorset converts a community reablement referral into a package of support within two days.

14.8. People who receive community reablement support typically stay with the service for around 26 days. Of the leavers from the service who were

successfully re-abled, they had a decrease in the level of home care that was required for them upon discharge.

15. Communication / Public Relations



- 15.1. Care Dorset's Reablement team has been nominated for Care Team of the Year in the National Care Awards.
- 15.2. The set-piece external event of the last 12 months has been the closure of Sidney Gale House in Bridport for operational and safety reasons. The media focused instead on the plans for the replacement build, rather than the closure itself.
- 15.3. There has also been media coverage of:
 - Chris Best's appointment to Managing Director.
 - A sensory/nostalgia event run by a museum at one of our sites (BBC Radio and TV).
 - The positive effect of Reablement on the regional NHS.
 - An op-ed by Chris Best in regional and trade media, reflecting his desire for a better financial settlement for the adult social care sector and higher wages for frontline colleagues.



FINANCIAL STATEMENT

16. Care Dorset's second financial year ended on 30 September 2024. The year-end process has therefore only just commenced. The accounts will be presented to Shareholder in Spring 2025.
17. The provisional year-end result reports we remain behind budget, with a small operating profit of £79k against a budget of £735k, making pre-tax profits £656k worse than budget. The year-end result has been impacted by the delay in opening the St Martin's Extra Care service, whilst costs are lower for the same reason, they have not been totally offset due to challenging agency, service, and property costs.

18. The result reflects a property recharge to Dorset Council and a reduction on the block revenue to reflect the property rent reduction. If the property recharge costs are not agreed in full, then this will significantly impact on the year-end position.
19. Contract negotiations have progressed well, with volumes of support agreed for each service type and recognition that the inflationary pressures over the last two years will be addressed in the Year 3 contract price. The government's National Insurance increase announcement has meant that there is some financial remodelling required.

OUTLOOK AND STRATEGIC INITIATIVES FOR THE YEAR AHEAD

20. Growth

- 20.1. Care Dorset's Strategy (pending approval from the Shareholder) sets out ambitious plans to grow the organisation and support more people.

21. Risk management

- 21.1. The adult social care sector in the UK faces risks which have the potential to impact quality of care, financial stability, and regulatory compliance. Care Dorset is no different in this respect.
- 21.2. The most significant risks for our organisation include:

A. Regulatory compliance

- Cause: Complex and frequently changing regulations.
Effect: Fines, legal action, and damage to reputation if compliance is not maintained.
Mitigation: Training and support for registered managers, and regular dialogue with the regulator

B. Quality of care

- Cause: Inadequate training, insufficient staffing, and lack of resources.
Effect: Poor outcomes for people we support, negative inspections, and loss of trust.
Mitigation: Investment in learning team and training, regular review of dependency requirements of people we support, continual focus and investment in recruitment.

C. Data protection and cybersecurity

- Cause: Inadequate IT infrastructure, lack of staff training, and increasing cyber threats.
Effect: Data breaches, loss of sensitive information, and regulatory fines under GDPR.

Mitigation: Support for ICT purchased from Dorset Council, regular review of training and training compliance, and strong GDPR controls.

D. Health and safety

Cause: Inadequate safety protocols, lack of training, and poor maintenance of facilities.

Effect: Increased risk of accidents, injuries, and potential legal liabilities.

Mitigation: Strong health and safety training, regular health and safety auditing and monitoring of action planning, regular and focused discussions with landlords and development of annual schedule of maintenance.

E. Technological adoption

Cause: Resistance to change, lack of funding, and insufficient training.

Effect: Inefficiencies, inability to leverage new technologies for better care, and falling behind competitors.

Mitigation: Significant feature in strategy for next five years. Development of target operating model (TOM) will also support the mitigation of this risk.

F. Workforce shortages

Cause: High turnover rates, low wages, and challenging working conditions.

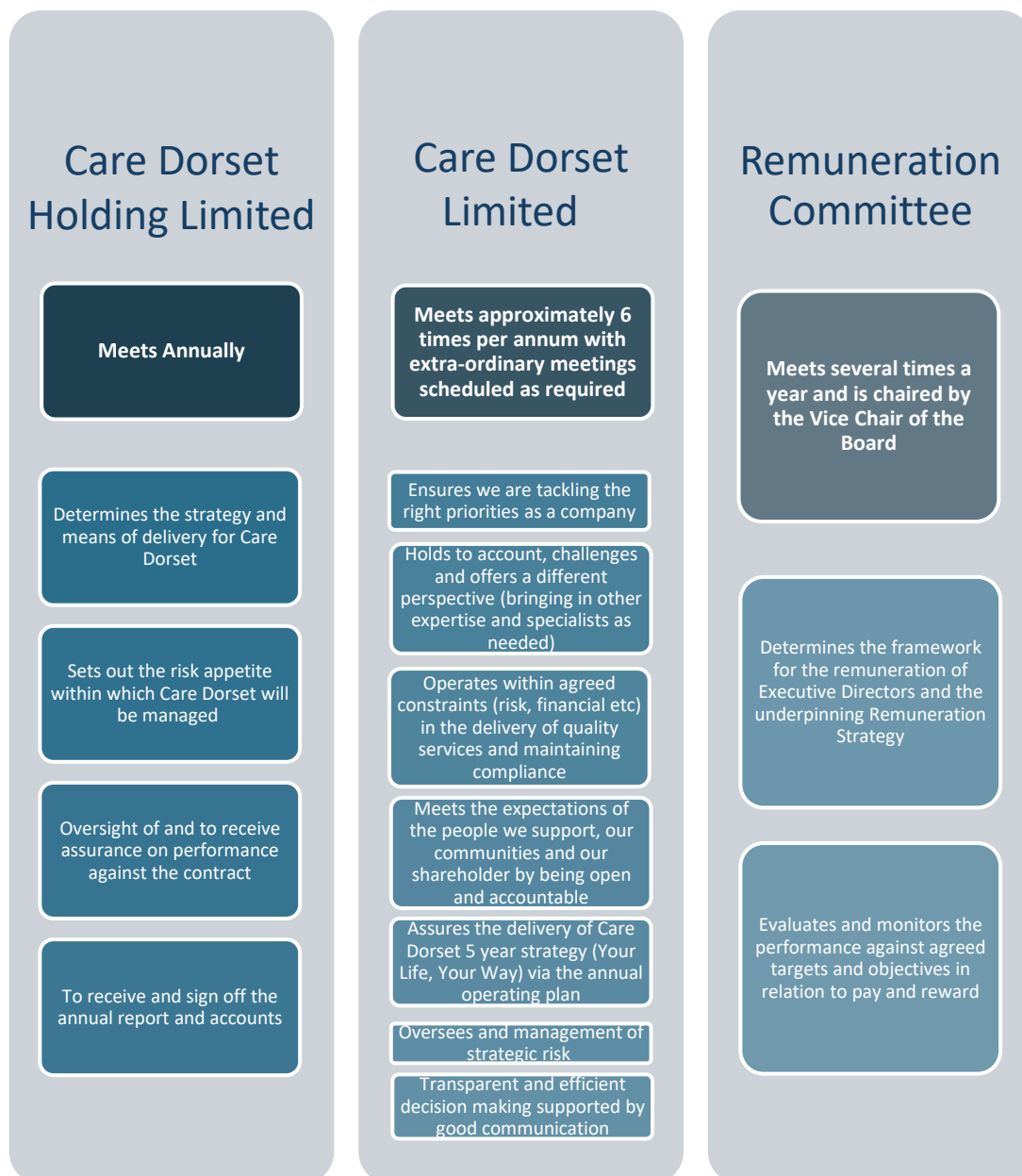
Effect: Reduced quality of care, increased workload for existing colleagues, and potential regulatory non-compliance.

Mitigation: Regular pay benchmarking, regular engagement with workforce, development of clear people strategy.

CORPORATE GOVERNANCE

22. Care Dorset has a Board of Directors which consists of four non-executive directors and two executive directors. The non-executive directors are Caroline Tapster CBE (Chair), Nicola Rowland (Vice Chair and Senior Independent Director), Chris Brophy and Andrew Billany.
23. The two executive directors are Chris Best (Managing Director) and Paul Oliver (Finance Director).

24. The Board has been conducting a governance review to ensure the function operates effectively and executes its obligations under the Companies Act. Resulting actions have included improvements to the role profile for the non-executive position, a review of Care Dorset’s strategic risk framework (facilitated with support from Gallagher Bassett) and a learning event facilitated by Care Dorset’s lawyers to refresh knowledge of director requirements under the Companies Act.
25. The diagram below sets out a governance structure and the responsibilities.



APPENDICES

26. Appendix 1: Year two in pictures

BACKGROUND PAPERS

27. There are no background papers.





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