



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 6 October 2025
Time: 2.00 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

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

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

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

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda. If you would like to attend this meeting and have any specific requirements please contact the Democratic Services Officer named above.

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Agenda

Item	Pages
1. APOLOGIES	
To receive any apologies for absence.	
2. MINUTES	5 - 8
To confirm the minutes of the meeting held on 25 June 2025.	
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 1 October 2025.

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 by 8.30am on 1 October 2025.

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

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| 6. | FORWARD PLAN | 9 - 14 |
| | To consider the Forward Plan. | |
| 7. | DORSET COUNCIL ORGANISATIONAL UPDATE | 15 - 20 |
| | To consider a report of the Interim Corporate Director for Commissioning and Improvement. | |
| 8. | CARE DORSET UPDATE | 21 - 28 |
| | To consider a report of the Managing Director, Care Dorset. | |
| 9. | 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. | |
| 10. | EXEMPT BUSINESS | |
| | To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph x of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered. | |
| | There are no exempt items scheduled for this meeting. | |

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SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON WEDNESDAY 25 JUNE 2025

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

Present remotely: Cllrs Ben Wilson

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

Chris Best (Managing Director, Care Dorset), Jen Cook (Lawyer - Contracts and Commercial), Aidan Dunn (Executive Director - Corporate Development S151), Lisa Evans (Chief Finance Officer, Care Dorset), Tony McDougal (Communications Business Partner - Adults and Housing), Ona Morrall (Lawyer - Contracts & Commercial), Caroline Tapster (Chair of the Board of Directors), Mark Tyson (Corporate Director for Adult Commissioning & Improvement) and Lindsey Watson (Senior Democratic Services Officer)

1. Minutes

The minutes of the meeting held on 14 April 2025 were confirmed as a correct record and signed by the Chair.

2. Declarations of Interest

There were no declarations of interest.

3. Public Participation

There were no questions or statements from members of the public or local organisations.

4. Councillor Questions

There were no questions from councillors.

5. Terms of Reference

The terms of reference for the shareholder committee were noted.

6. Dorset Council Organisational Update

The shareholder committee considered a report of the Corporate Director, Commissioning and Improvement, which presented the developments on the part of the Council, relevant to Care Dorset, and summarised significant developments

since the last meeting of the shareholder committee. Particular reference was made to progress with the development of new reablement centres, thanks expressed to those that engaged in the recent consultation around day services and managers and staff within the day centres visited during the consultation, recognition of current budget challenges with thanks noted to the Dorset Care Association for their support, and an update on work undertaken to purchase a care home, which would not now be progressed.

Councillors considered the issues covered in the report and discussion was focused on the following areas:

- The potential timing for the Care Quality Commission (CQC) local authority inspection was considered
- The consultation relating to day centre provision currently operated by Care Dorset had closed and further work would be undertaken to look at where services were delivered and the needs of areas. This would include engagement with councillors and local councils to consider implications for their communities, including areas currently without day services. A report would be considered through the council's democratic process towards the end of the year
- Further work would be required to ensure that day centre buildings were financially viable and to support them to become community hubs
- The impact of the rise in employers' National Insurance rates and thresholds on the commissioner and providers was considered. Providers would be asked to review their cost bases and report if there were additional costs that were required to be met. There would be continued engagement with providers if and when issues occurred and the wider picture across the south west region would also be monitored.

The report was NOTED.

7. Care Dorset Update

The Chair of the Board of Directors and Managing Director of Care Dorset introduced the report, which provided an update on matters relating to Care Dorset since the previous meeting. This included Care Dorset's financial and operational performance, workforce trends, governance and strategic priorities.

The new Chief Finance Officer was introduced to the shareholder committee. An update was also provided in respect of the appointments of the Chief Commercial Officer and the Clinical Director.

In presenting the report, the Managing Director made particular reference to the completion of fire safety remedial works, voluntary turnover levels and recent Care Quality Commission (CQC) inspections, including at Streets Meadow, which had retained its 'Good' rating.

Councillors considered the issues arising from the report and during discussion, the following points were raised:

- The Cabinet member for Property & Assets and Economic Growth would follow up in respect of a meeting due between Care Dorset and the council's assets team
- In response to a question regarding the Home Office's Sponsorship Management System, the Managing Director noted that the position with recruitment within Care Dorset was positive and that there was not a reliance on overseas recruitment
- The Corporate Director provided some comments on the situation regarding the above, on the social care sector generally, and noted that this was an ongoing issue. Links to the Government proposal for the fair pay deal were also noted with a requirement to understand funding in this area
- Use of agency staff was expected to reduce by 40% by September 2025 and the impact on the budget was considered. The Managing Director reported that there was confidence that this could be achieved due to a number of measures put in place, including the introduction of reduced agency premium costs, improvements in sickness levels and increased support to managers in rota management
- In response to a question, it was reported that there was a comprehensive approach to monitoring sickness absence within Care Dorset and further information was provided.

The report was NOTED.

8. **Annual report and Year end accounts to 30 September 2024**

The Managing Director, Care Dorset, introduced the report which set out the audited annual accounts for the 12-months ending 30 September 2024. In addition, he noted that an impact report was available to shareholders and would also be available on the Care Dorset website. The report was for noting by the shareholder committee.

In response to a question regarding an increase in staff costs, the Managing Director provided an overview of staffing developments, including investment in improving levels in the care team and support centre and arrangements to ensure levels of staff resilience.

The Cabinet member for Adult Social Care commended Care Dorset on the financial position.

The report was 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.

Duration of meeting: 2.00 - 2.44 pm

Chairman

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**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - October 2025 to January 2026
(Publication date – 4 SEPTEMBER 2025)**

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for 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 2025/26

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 Steve Robinson – Cabinet Member for Adult Social Care

Cllr Gill Taylor – Cabinet Member for Health and Housing

Cllr Ben Wilson – Cabinet Member for Corporate Development and Transformation

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
October 2025				

Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 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 To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 6 Oct 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
December 2025				

Dorset Council Delegated Decisions (as required) Key Decision - No Public Access - Open To note any decisions taken under delegation.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 8 Dec 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 To present the developments on the part of the Council relevant to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 8 Dec 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Care Dorset Update Key Decision - No Public Access - Part exempt To provide an update for shareholder members on matters relating to Care Dorset.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 8 Dec 2025	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Annual Reports				
Care Dorset Annual Business Plan (March) Key Decision - Yes Public Access - Part exempt For the Shareholder Committee to consider progress in delivering the 5 year business plan, and any review of the plan as necessary.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date March	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>
Review of Terms of Reference (June) Key Decision - No Public Access - Open To note the shareholder committee terms of reference.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Leader and Cabinet Member for Climate, Performance and Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer</i> <i>grace.evans@dorsetcouncil.gov.uk</i>
Care Dorset Annual Performance Report (June) Key Decision - Yes Public Access - Open To consider the Care Dorset Annual Performance Report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Annual report and Year end accounts (June) Key Decision - Yes Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date June	Cabinet Member for Adult Social Care	<i>Executive Director, People - Adults (Jonathan Price)</i>

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.

Shareholder Committee for Care Dorset Holdings Ltd

6 October 2025

Commissioners' Update

For Review and Consultation

Cabinet Member:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Senior Leadership Team:

J Price, Executive Director of People - Adults

Report author and job title: Sam Poole, Corporate Director of Commissioning & Improvement

Email: samuel.poole@dorsetcouncil.gov.uk

Statutory Authority: Dorset Council

Report status: Public (the exemption paragraph is N/A)

Executive summary (maximum of 500 words)

This report provides an update on developments led by the Council that are relevant to Care Dorset, summarising key progress made over the past 2–3 months since the last Shareholder Committee meeting in June 2025.

1. Recommendation(s)

1.1 This report asks the Committee to:

i) Note the continued progress made in development of the relationship between Commissioners and Care Dorset.

ii) Note the priority areas being addressed and plans in place to further develop Care Dorset priorities in line with Dorset Council's 'A Better Life' Commissioning Strategies.

2. Reason for the recommendation(s)

2.1 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.

3. The report

- 3.1 This report provides an update on key areas of work that affect Care Dorset. It covers progress on day services, supported living, system-wide transformation, and a financial update.

Day Services

- 3.2 Dorset Council continues to develop a new model for day opportunities, which has direct implications for Care Dorset as a key provider of day services across the county.
- 3.3 The formal consultation has now closed, and we are grateful for the warm welcome and support received from Care Dorset centre managers and their teams, which enabled meaningful engagement with people who draw on support. The consultation generated hundreds of responses, including petitions regarding the future of Blandford and Ferndown centres, and highlighted the diverse and evolving role these services play in their communities.
- 3.4 We are now working through the feedback and developing revised proposals for Cabinet consideration in December 2025. No decisions have been made at this stage. We continue to engage with stakeholders and explore the detail of future delivery.

Supported Living

- 3.5 In 2023, Dorset Council commissioned Care Dorset to operate a supported living service in Weymouth, designed to support young adults in building independence and, over time, transitioning to fully independent living. Early outcomes from the service are encouraging, with several young people already successfully moving on. Building on this progress, Dorset Council is working with Care Dorset to develop a second move-on service in Weymouth.
- 3.6 Care Dorset also delivers two other supported living settings, which support an ageing population with learning disabilities and individuals with more complex needs. The Council and Care Dorset are working collaboratively to explore how these services can evolve to meet future needs, ensuring they remain responsive, sustainable, and person-centred.

System-wide transformation

- 3.7 Reablement remains a key area of focus across Dorset's health and care system, with coordinated work progressing through the FutureCare Programme. The Home-Based Intermediate Care (HBIC) workstream, in which Care Dorset are supporting, continues to deliver strong outcomes, with increasing numbers of people receiving timely support after hospital discharge

and regaining independence at home, reducing long-term care needs and associated costs. In parallel, the Bed-Based Intermediate Care (BBIC) workstream is developing future specifications for reablement beds, working closely with Care Dorset, Tricuro, and BCP Council to ensure a joined-up and system-wide approach.

- 3.8 A strategic review of intermediate care bed distribution is underway, with Dorset Council and NHS Dorset committed to a medium-term ambition for a neighbourhood-based model that includes specialist bedded reablement. In
- 3.9 As part of Future Care, the Care Dorset Community Reablement Team will begin using a Reablement App to support the setting and tracking of SMART focused goals with all individuals they supported. This approach will improve focus on a goals-based approach to reablement activities and improve individuals longer-term independence. In addition, this will enable clearer and more effective oversight of the Reablement Caseload, reducing length of stay and improving the effectiveness of reablement interventions. Training for all Reablement Teams took place during September, with go-live planned for end September.
- 3.10 Care Dorset has played a central role in the Right Care at Home pilot, which aimed to “right-size” new home care packages before long-term support was commissioned. The pilot delivered strong results, with 32% of individuals not requiring ongoing care and a 45% reduction in care hours compared to initial referrals, resulting in notable cost avoidance. However, the pilot began to consume more of Care Dorset’s reablement capacity, impacting its ability to support other priority areas such as P1 for short-term, step-down care. In response, referrals were limited to two per week to protect core capacity while maintaining a small level of cost avoidance.
- 3.11 This learning has directly informed the development of the Reablement at the Front Door model, launching in October 2025. This new approach focuses on prevention and early intervention, ensuring people receive the right support as soon as they approach adult social care. Care Dorset’s operational insight and capacity remain critical to the success of this model, particularly in areas where alternative providers have limited coverage. The model is co-dependent on sufficient reablement capacity, and work is ongoing to address geographical gaps and improve provider utilisation to support delivery.

Finance

- 3.12 For the current financial year, a targeted saving of £500,000 is expected from improved operational efficiency within day services. While this is separate from the broader transformation programme, it reflects the need to address disproportionately high benchmark costs in this area. Commissioners will

continue to work closely with Care Dorset to identify and realise additional efficiencies to support the council.

- 3.13 Care Dorset is now operating from a more stable and strategically aligned position, supported by the agreement of a five-year business plan and the approval of a working capital loan from Dorset Council. This financial arrangement will help the company manage investment and cash flow across longer timeframes. Looking ahead, commissioners intend to continue working with Care Dorset on an open-book basis to ensure transparency and a shared understanding of where efficiencies can be identified and reinvested into the contract, both in the current year and in future commissioning cycles.
- 3.14 We continue to work closely with Care Dorset to strengthen our shared approach to data and performance. While there have been some ongoing challenges around the timing and consistency of data sharing, these are being addressed through open dialogue and joint problem-solving. We recognise that further work is needed to enhance the contract management arrangements, and we are actively progressing improvements to ensure greater clarity, accountability, and responsiveness. To further strengthen collaboration and strategic alignment, Dorset Council and Care Dorset are planning to hold a joint summit later this year.

4. Legal considerations

- 4.1 There are no immediate legal implications arising directly from this report. However, any future decisions relating to service transformation, contractual changes, or commissioning arrangements will need to comply with relevant statutory duties, including those under the Care Act 2014, public procurement regulations, and employment law.

5. Financial implications

- 5.1 This report does not seek any formal decisions at this stage, and therefore does not introduce new financial commitments. However, the ongoing pressures facing the Council's adult social care budget remain and therefore solid commissioning decisions related to Care Dorset will need to be made.

6. Natural environment, climate & ecology implications

- 6.1 While this report does not raise any direct environmental implications, ongoing work on the transformation of day services and the redevelopment of Sidney Gale House presents opportunities to improve the environmental performance of Care Dorset's estate. These projects offer potential to enhance energy efficiency, reduce carbon emissions, and make better use of existing buildings in line with the Council's wider sustainability goals

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 implications

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

10. Equalities

- 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 None

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

6 October 2025

CARE DORSET UPDATE

For information and assurance

Report author: Chris Best
Title: Managing Director
Email: chris.best@caredorset.co.uk
Date: 16 September 2025

Report status: **PUBLIC**

Brief summary:

Care Dorset's October update to the Shareholder Committee highlights steady operational progress and strategic alignment. Residential bed occupancy has risen to 91%, with reablement beds holding at 82%, and community reablement saving over 1,500 care hours weekly. Workforce turnover sits at 14%, with sickness rates improving. The launch of *CarePath Academy* marks a significant investment in internal development and future external training, reinforcing the organisation's commitment to growth and values-led practice.

Financially, the organisation faces a £270k adverse variance, driven by agency costs, equipment needs, and growth-related costs. However, targeted interventions - such as the Neuvien partnership - are helping reduce agency spend. Revenue shortfalls are largely attributed to lower occupancy at St Martin's, while property challenges persist, including unresolved fire door issues and a boiler failure that prompted a full estate survey. Despite these pressures, statutory filings and governance milestones have been met, with a DSPT improvement plan in place and Dr Felix Davies joining the Board to strengthen clinical oversight.

Strategically, the Annual Business Plan is now aligned with the five-year vision *Your Life, Your Way*, embedding initiatives like the hub-and-spoke day model and the Target Operating Model. New leadership roles - including Area Managers and a Head of Customer Experience - are supported by Safeguarding and Engagement Leads, forming a values-driven triad. Cultural visibility remains a priority, with a Dorchester Road colleague nominated for an Andor Award, exemplifying the organisation's ethos of celebrating everyday excellence.

Recommendation:

The Shareholder Committee is asked to note the report and the updates contained therein.

Reason for recommendation:

Care Dorset serves as a vital delivery partner to Dorset Council, underpinning the provision of essential adult social care and support across the region. While its impact is clear, continued focus is needed to enhance operational resilience and unlock strategic growth opportunities. Expanding both service reach and financial sustainability remains a key priority.

COMPANY UPDATE

1. Property related matters

- 1.1. There has been no material progress on the remedial works required to address defective fire doors within the day service buildings. This remains a known issue and is being monitored accordingly.
- 1.2. A comprehensive side-letter intended to supplement the existing occupation agreement is still pending finalisation. Unfortunately, two scheduled meetings to advance these discussions were cancelled, contributing to continued delays in resolution.
- 1.3. With colder months approaching, concerns are increasing regarding the resilience of heating systems across the residential care estate. Notably, a boiler failure at one home in mid-September led to a four-day disruption in hot water provision. In response, a full survey of boiler infrastructure is underway to assess estate-wide risk. Findings will inform targeted engagement with Dorset Council to prioritise investment and mitigation.
- 1.4. Initial discussions are underway between Care Dorset and Dorset Council to explore the long-term strategy for the properties currently used by Care Dorset, including the Council's potential role in shaping their future use and stewardship.

2. Workforce

- 2.1. Voluntary turnover (that being colleagues who decide to leave Care Dorset) for the last 12 months ending August 2025 is at 14%.
- 2.2. Care Dorset has now branded its Academy and trademarked it. The CarePath Academy will initially offer structured routes for Care Dorset's colleagues to develop and achieve nationally recognised qualifications. In future years, the Academy will offer training and qualifications externally to support income generation and the regional social care sector.
- 2.3. Levels of sickness across Care Dorset are currently 12.5 days, per colleague, per year. This is a reduction of 1.5 days per colleague since January 2025 and exceeds the target of 14 days to be achieved by 31 March 2026.

3. Financial performance

- 3.1. For the period October 2024 to August 2025 there has been a small operating loss of £20k against a budgeted surplus of £250k, a year-to-date deficit variance of £270k. This position is impacted by higher agency costs that expected in the first 6 months of the year, additional costs on replacement/renewals of equipment and furniture, cleaning costs to maintain and enhance infection prevention control measures and professional fees associated with growth opportunities.
- 3.2. A 40% reduction in the cost of agency is on target to be achieved by 30 September 2025. The reduction in cost has been supported by the

partnership Care Dorset has with Neuvén, the organisation's neutral agency vendor.

- 3.3. Year-to-date revenue stands at £29.2m, compared to a budgeted £30.5m, reflecting a shortfall of £1.3m. This variance is primarily attributable to lower-than-anticipated occupancy at St Martin's (33 of 55 beds currently occupied), the loss of income from 10 reablement beds from July onwards, and the timing of block contract revenue recognition. Revenue is distributed across Care Dorset's support models as follows: Registered Care – 46%, Day Services – 27%, Community Reablement – 9%, Bed-Based Intermediate Care – 9%, Supported Living – 6%, and Extra Care – 2%.
- 3.4. On the upside, there is an additional £250k of private funding in registered care and we are on track to achieve the target of generating £1.4m of revenue from private funding by 31 March 2026.

4. Operational performance

4.1. Occupancy levels

- 4.1.1. Occupancy across the block-funded residential beds is at 91% - this is an increase of 5% from the previously reported position.
- 4.1.2. Occupancy across the reablement beds is at 82% which is consistent with the previously reported position.

4.2. Community reablement

- 4.2.1. For the three months ending 31 August 2025, the community reablement team delivered 12,249 hours of reablement. 99% of people concluded their reablement support with no increase to their initially identified package. 1,504 hours of ongoing care per week were saved as a result of the reablement team's interventions.
- 4.2.2. Colleagues from reablement have also been an integral part of supporting the Future Care Programme particularly in supporting the development of a new application to improve capacity identification and monitoring.

4.3. Day opportunities

- 4.3.1. Care Dorset remains a committed partner to Dorset Council in advancing day opportunities. Most recently, we have supported the Council's appointed delivery partner by providing comprehensive financial data to inform their cost analysis, reinforcing our shared commitment to transparency and value for money.

4.4. Operational structure

- 4.4.1. A restructuring exercise has now been completed which introduces the role of Area Manager which will enable improved oversight of service delivery as well as increased support to local leaders. Area Managers will be supported by a Head of Care and Support who will have overall responsibility for operational delivery.
- 4.4.2. A new role of Head of Customer Experience has been recruited. The Head of Customer Experience is more than a title - it's a signal that Care Dorset places people at the heart of its operating model. This role ensures that every touchpoint, from first contact to ongoing support, reflects the organisation's values and delivers on its promise of person-centred care.
- 4.4.3. The Head of Customer Experience is supported by the Safeguarding Lead and the Involvement & Engagement Lead to ensure that Care Dorset's commitment to dignity, safety, and voice is not just aspirational - but operational. Together, they form a values-driven triad that balances protection with participation. The Safeguarding Lead brings rigour and responsiveness to concerns, ensuring that every individual is safe and heard, while the Involvement & Engagement Lead amplifies lived experience, co-producing improvements and embedding feedback into service design. This collaborative structure ensures that customer experience is shaped by those who live it, safeguarded by those who oversee it, and championed by leadership that listens and acts.

ANNUAL BUSINESS PLAN UPDATE

- 5. The 2025/26 Annual Business Plan was formally approved by the Shareholder on 14 April 2025. This marks the first annual plan developed in alignment with Care Dorset's five-year strategy, Your Life, Your Way, which received Shareholder approval in December 2024.
- 6. The Plan has six delivery areas: (a) Move to a "hub and spoke" model for day opportunities; (b) develop and implement an agreed operating model; (c) enhancing existing and developing new models of support; (d) open the Care Dorset academy; (e) publish enabling strategies; and (f) using the reablement model as a prevention model.
- 7. Care Dorset continues to make strong progress across several strategic priorities. The transition to a "hub and spoke" model for day opportunities is on track, aligning well with Dorset Council's proposed commissioning goals and complementing existing private provision. The Target Operating Model (TOM) is advancing positively, with the next phase focused on embedding and communicating it across the organisation to support future planning. Encouragingly, colleague sickness levels are declining and expected to exceed the target reduction. Meanwhile, enhancements to support models are underway, including the appointment of a new

Registered Manager at Streets Meadow and a Non-Executive Director for clinical oversight. Although the sales strategy has faced delays, marketing efforts and website updates are scheduled, with private revenue currently exceeding £400K.

8. The launch of the Care Dorset Academy is progressing, with mission and branding agreed and trademark protections in place. Discussions are also taking place with the Health Sciences University to build a partnership and support their student's work experience requirements. The arrival of the new Head of People marks a turning point for its development. Leadership transitions have delayed some enabling strategies, but the People Plan has been approved and work on the People Strategy is now moving forward. Estates and Growth Strategies are also being actively developed by the Chief Commercial Officer. In terms of prevention, the reablement model faces uncertainty due to the Future Care Programme, affecting both bed contracts and Castleman Plus reconfiguration. Nonetheless, occupational therapy integration into both community and bedded reablement is showing promising progress.

CORPORATE GOVERNANCE

9. The annual accounts for the year ending 30 September 2024 have been filed with Companies House.
10. The annual confirmation statement for Care Dorset Holding (and Care Dorset Ltd) have been made to Companies House.
11. Registration with the Information Commissioners Office has renewed for Care Dorset Ltd. Care Dorset Holding is due for renewal in March 2026.
12. The NHS Data Security and Protection Toolkit (known as the DSPT) was submitted by the deadline of 30 June 2025. A work plan has been developed to drive continuous improvements.
13. Dr Felix Davies has joined the Board of Directors to support the organisation in strengthening governance of clinical and therapeutic matters. Dr Davies is a Registered Practitioner Psychologist. He began his NHS career as a Clinical Psychologist before becoming Director of Psychological Services in two NHS Trusts. Previous senior roles include Chief Operating Officer at a large UK adult social care company, Managing Director of Mental Health at the charity Turning Point, and CEO at POhWER, which provides advocacy to people in the health and social care system.

OTHER MATTERS TO NOTE

14. Care Dorset is thrilled that a colleague working at Dorchester Road has been nominated for an Andor Award in the category of 'Best Ambassador'. Andor are the awards partner of the Care Workers' Charity, which Care Dorset is proud to support. Dorchester Road is a new transition service for young adults in Weymouth when opened last May.

15. Care Dorset will host its Colleague Awards Evening on 11 October 2025 - a chance to honour those who go above and beyond in delivering high-quality care and advancing the organisation's strategic goals. Nominations across eleven award categories have been submitted by colleagues from all corners of the organisation.

APPENDICES

16. There are no appendices to this report.

BACKGROUND PAPERS

17. There are no background papers.

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