



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 23 March 2026
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 & Governance 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 19 January 2026.	
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 18 March 2026.

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 18 March 2026.

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

6. FORWARD PLAN 9 - 16

To consider the Forward Plan.

7. DORSET COUNCIL ORGANISATIONAL UPDATE 17 - 22

To consider a report of the Corporate Director for Commissioning and Improvement.

8. CARE DORSET UPDATE 23 - 26

To consider a report of the Managing Director, Care Dorset.

9. CHAIR OF THE BOARD - TENURE FOR A FURTHER 3 YEARS UNTIL JUNE 2029 27 - 28

To consider a report of the Chair of the Remuneration and Nominations Committee, Care Dorset.

10. 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.

11. 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 12 and 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 juncture).

Reason for taking the item in private

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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|------------|---|---------|
| 12. | Care Dorset Annual Business Plan
<i>Para 3</i>
To consider a report of the Managing Director, Care Dorset. | 29 - 70 |
| 13. | Remuneration Policy 2026-29
<i>Para 3</i>
To consider a report of the Managing Director, Care Dorset. | 71 - 80 |



SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON MONDAY 19 JANUARY 2026

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

Present remotely: Cllrs Ben Wilson

Apologies: None

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

Chris Best (Managing Director, Care Dorset), Dr Felix Davies (Non-Executive Director, Care Dorset), Grace Evans (Head of Legal Services and Deputy Monitoring Officer), Sam Poole (Interim Corporate Director for Commissioning & Improvement), Jonathan Price (Executive Director of People - Adults and Housing), Caroline Tapster (Chair of the Board, Care Dorset), Tony McDougal (Communications Business Partner - Adults and Housing) and Lindsey Watson (Senior Democratic and Governance Officer)

21. Minutes

The minutes of the meeting held on 6 October 2025 were confirmed as a correct record and signed by the Chair.

22. Declarations of Interest

There were no declarations of interest.

23. Public Participation

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

24. Councillor Questions

There were no questions from councillors.

25. Forward Plan

The Forward Plan was noted.

26. Dorset Council Organisational Update

The shareholder committee considered a report of the Corporate Director, Commissioning and Improvement, which presented the developments led by the

Council, relevant to Care Dorset, and summarised key progress since the last meeting of the shareholder committee.

In presenting the report, particular reference was made to progress with the development of a new model for day opportunities with a report and findings now published, an update on the extra care housing scheme at St Martin's in Gillingham and improving occupancy levels, the redevelopment of Sidney Gale House in Bridport into a modern 56-bed reablement centre and system wide transformation that was underway. In addition, it was noted that a summit event with Care Dorset was planned for early February.

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

- The Cabinet Member for Adult Social Care reported that he had attended a Birth to Settlement Board meeting along with the Cabinet Member for Children's Services, Education and Skills, which demonstrated a positive partnership between Adult Social Care and the NHS. In addition, he noted a recent visit he had undertaken with Care Dorset to a site on Dorchester Road, Weymouth, with positive discussions that had taken place with a number of young people
- In respect of the extra care scheme at St Martin's in Gillingham, it was noted that following a planning determination in November 2025, eligibility criteria had been relaxed to encourage broader uptake, which had improved occupancy levels. This would be replicated for other extra care schemes moving forward
- Discussions were ongoing with health colleagues about options for reablement sites
- Reference was made to progress with supported living sites in Weymouth
- Opportunities within the Future Care programme were noted

The report was NOTED.

27. Care Dorset Update

The shareholder committee considered a 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 Chair of the Board introduced Dr Felix Davies, a Non-Executive Director who had joined the board in August 2025 to strengthen clinical governance on the board. In addition, the Chair of the Board reported that Andrew Billany had left the board and expressed thanks for his contribution and experience.

In presenting the report, the Managing Director provided an overview of the areas covered including an update on average occupancy levels, continued partnership work with the council on day opportunities, community reablement and supported living. In addition, and in response to a request at the last meeting regarding the projected year-end financial position and re-forecasting work to be undertaken, further information had been provided in the report.

Councillors considered the issues arising from the report and points were noted in the following areas:

- In respect of the Annual Business Plan update and the priority to transition to a hub and spoke model for day opportunities, a question was raised about opportunities to market provision. In response, the Managing Director noted that the outcome of the consultation was awaited, but that a set of proposals would be developed and that marketing, both in print and online, would be undertaken including a new website and working with community partners to signpost and promote opportunities
- Thanks were expressed for information on the updated financial position and Care Dorset were commended on providing a position that showed a surplus. In response, the Managing Director reported that there was a continued focus on managing the use of agency staff, which had been assisted through the role of the neutral vendor and a new roster system. In addition, Care Dorset had worked hard with suppliers in relation to costs for products purchased
- Reference was made to the importance of cyber security

The report was NOTED.

28. **Urgent Items**

There were no urgent items.

29. **Exempt Business**

There was no exempt business.

Duration of meeting: 2.30 - 2.54 pm

Chairman

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Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - March to June 2026
(Publication date – 18 FEBRUARY 2026)

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
March 2026				

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 23 Mar 2026	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 23 Mar 2026	Cabinet Member for Adult Social Care	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk 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 23 Mar 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Care Dorset Annual Business Plan 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 23 Mar 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset Executive Director, People - Adults (Jonathan Price)</i>
Remuneration Policy 2026-29 Key Decision - Yes Public Access - Fully exempt Care Dorset Remuneration Policy for 2026-29	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 23 Mar 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset Executive Director, People - Adults (Jonathan Price)</i>
Chair of the Board - tenure for a further 3 years until June 2029 Key Decision - No Public Access - Open Supporting paper for the Shareholder to endorse the continued tenure of the Chair of the Board for a further 3 years until June 2029.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 23 Mar 2026	Cabinet Member for Adult Social Care	<i>Senior Independent Director & Chair of the Remuneration & Nominations Committee, Care Dorset Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
June 2026				

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 29 Jun 2026	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 29 Jun 2026	Cabinet Member for Adult Social Care	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk 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 29 Jun 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset Executive Director, People - Adults (Jonathan Price)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Review of Terms of Reference 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 29 Jun 2026	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 Key Decision - No Public Access - Open Do consider the Care Dorset Annual Performance Report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(Jonathan Price)</i>
Annual report and Year end accounts Key Decision - Yes Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(Jonathan Price)</i>
Trading Company proposal Key Decision - Yes Public Access - Fully exempt Proposal to establish a new trading company.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2026	Cabinet Member for Adult Social Care	<i>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(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>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(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 - No 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>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(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>Managing Director, Care Dorset</i> <i>Executive Director, People - Adults</i> <i>(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

23 March 2026

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 since the last Shareholder Committee meeting in January 2026.

1. Recommendation(s)

- 1.1 This report asks the Committee to note the report and progress contained within.

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, extra care housing, reablement centres, system transformation and a financial update.

Day Services

- 3.1 Dorset Council is now moving into the implementation phase of its new model for day opportunities, following Cabinet approval of the proposals on 3 March. The modernised, more sustainable delivery model aligns with the Council's wider approach to locality-based working, improved use of community assets, and a stronger emphasis on prevention and independence.
- 3.2 The proposals, which were already supported by the People & Health Overview Committee and the Health & Wellbeing Board in February, set out a revised commissioning model with Care Dorset and the private sector, alongside a more flexible, multi-site approach to delivering day opportunities across Dorset. Commissioners continue to work closely with Care Dorset to shape how the new model will operate in practice and to ensure continuity of support for people through the transition
- 3.3 With Cabinet approval secured, work now progresses into implementation. This includes finalising the commissioning plan with Care Dorset and independent providers; developing implementation plans tailored to each locality; ongoing engagement with people who use services, families, staff and wider council departments; and coordinating property and asset planning to support the redesigned model. These steps will underpin the phased roll-out of the new approach and ensure it delivers the outcomes identified through extensive consultation.

Supported Living

- 3.4 Following the success of the first move-on supported living site in Weymouth, the second development, a three-bedroom property, is now nearing completion, with the nominations panel scheduled to meet next week to agree prospective residents. The builder has advised that works should be completed by the end of April, after which we will allow a short period for snagging and final checks before the Registered Social Landlord undertakes the formal handover to Care Dorset.

Extra Care Housing

- 3.5 Occupancy at St Martin's in Gillingham has continued to rise since the planning determination in November 2025, with the scheme now consistently operating at around 90% occupancy. Care Dorset has maintained strong on-site support throughout, adapting well to the broadened eligibility and ensuring the scheme remains on track to reach full occupancy soon.

Reablement Centres

- 3.6 The redevelopment of Sidney Gale House in Bridport into a modern 56-bed reablement centre continues to progress well. The planning application was

successfully approved on 26 February 2026, enabling demolition work to begin, with a clear site expected by May 2026. The programme will require a Cabinet decision in May 2026 to award the construction contract, keeping the project on track for an anticipated opening in in 2028. Care Dorset remains actively involved in the final design process, contributing operational insight and added value to ensure the new facility supports high-quality, efficient, person-centred care. Next steps include finalising the operator procurement and agreement, with Care Dorset continuing as the Council's preferred operator, alongside preparing the construction phase and ensuring smooth transition into delivery.

System-wide transformation

- 3.7 Commissioners and the FutureCare Programme team continue to work closely with Care Dorset to strengthen performance across Pathway 1 Reablement. Positively, weekly starts remain above trajectory and have met the target of 18 and the length of stay is now performing at national best practice levels, sitting at 21 days. Although effectiveness remains an area for improvement, increased use of the Reablement App, Multi Disciplinary Team (MDT) style working, and the rollout of the offline version of the app are supporting better step-down rates.
- 3.8 Castleman Plus continues to show strong progress, supported by weekly improvement cycles that have enhanced caseload management, increased occupancy, and reduced the average length of stay from 51 in late 2025, to around 30 days, as of February 2026. The addition of a new Occupational Therapist has enabled the service to support more people with therapy needs. Bed flow remains steady, with around two admissions and two discharges each week, and a growing proportion of individuals regaining sufficient independence to return home with support rather than entering long-term residential care.

Finance

- 3.9 Care Dorset has continued to demonstrate strong financial discipline throughout the current year, delivering approximately £1.6 million in efficiencies against the agreed contract price. This has been achieved through a combination of operational improvements, tighter cost management and ongoing collaboration between Care Dorset and commissioning colleagues to ensure services remain both high-quality and financially sustainable.
- 3.10 Alongside in-year performance, constructive discussions have taken place to finalise the contract price for Year 4 – 26/27 financial year. These conversations have focused on ensuring the contract remains aligned with the Council's broader financial planning framework, including the approach to corporate uplifts applied across the Council. The intention is to agree a

contract value that reflects inflationary pressures, market conditions, and Care Dorset's ongoing transformation activity, while maintaining a clear expectation around continued efficiency and value for money.

- 3.11 The strategic summit on 4 February brought together senior colleagues from Care Dorset and Dorset Council to review organisational progress, discuss current operational pressures, and reaffirm both the strategic direction and future opportunities for the organisation. The session also included focused discussions on financial and commercial planning, covering Care Dorset's current financial model, long-term sustainability, and opportunities aligned with the Council's wider transformation and asset strategies. It was agreed that proposals on Care Dorset's future operating model and strategic direction will be brought back to the Shareholder in June for discussion.

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

23 March 2026

CARE DORSET UPDATE

For information and assurance

Report author: Chris Best
Title: Managing Director
Email: chris.best@caredorset.co.uk
Date: 3 March 2026

Report status: PUBLIC

Brief summary:

Care Dorset is reporting continued positive operational performance with occupancy levels being consistently at or above the expected target levels. Workforce turnover continues to be below sector averages; sickness levels remain stable and training is close to the expected target.

Strategically, Care Dorset is progressing a clear transformation agenda focused on modernising day opportunities, embedding a unified operating model, expanding support models, and investing in workforce development through the Care Dorset Academy. Governance remains robust, with the Board approving the 2026/27 Annual Business Plan and budget, and partnership with Dorset Council strengthened through the Care Dorset Summit and joint work on major developments such as Sidney Gale House in Bridport.

Recommendation:

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

Reason for recommendation:

Care Dorset plays a crucial role as a delivery partner to Dorset Council, providing essential adult social care and support. Significant efforts remain to strengthen operations and drive strategic growth, both in scale and revenue.

COMPANY UPDATE

1. Operational performance

1.1. Occupancy levels

- 1.1.1. Average occupancy across the block-funded residential beds for the three months to end of February 2026 was 91%. Two of the five care homes have average occupancy of 100%, and two at 96%.
- 1.1.2. Average occupancy for the three months ending February 2026 was 86%, representing an increase of nearly 9% from the previous reported position. February 2026 itself saw occupancy at 93%.

1.2. Day opportunities

- 1.2.1. For the three months to the end of February 2026, colleagues across our day opportunities teams delivered 30,649 hours of care and support which equates to 104% of the block-funded hours.
- 1.2.2. 364 people supported in the same period.
- 1.2.3. Care Dorset remains in close partnership with Dorset Council as we progress the agreed outcomes from the day opportunities consultation. Guided by what people told us, we have established a structured transformation programme aimed at modernising and reshaping day opportunities provision county-wide. This includes the establishment of an advisory panel consisting of Dorset Council colleagues.

1.3. Community reablement

- 1.3.1. In the three months to February 2026, the community reablement team delivered an average of 4,160.67 hours of support per month.
- 1.3.2. During the same period, 92% of individuals ended their reablement period with no increase to their package of care.

1.4. Supported living

- 1.4.1. The supported living team continues to deliver the contracted hours across the three supported living settings.
- 1.4.2. Following the award of a second transition service, colleagues across Care Dorset have been mobilised and are working closely with Dorset Council to prepare for the commencement of the new service, expected in Spring 2026.

1.5. Extra Care (St Martins)

- 1.5.1. Occupancy levels continue to increase with occupancy now over 70%.

2. Workforce performance
 - 2.1. Turnover
 - 2.1.1. For the twelve months to February 2026, voluntary turnover stands at 14.56%, representing a 0.5-point reduction from the position reported at the end of November 2025, though still above the organisational target of 12%.
 - 2.1.2. Total colleague turnover, incorporating both voluntary and involuntary leavers, is 19% for the same period. This reflects a slight increase on the previously reported figure but remains significantly below typical sector levels
 - 2.2. Sickness
 - 2.2.1. Sickness levels for the 12 months to February 2026 remained at an average of 10.3 days per colleague (based on a rolling 12-month calculation). This is consistent with the position reported over the previous five months
 - 2.3. Training and development
 - 2.3.1. In the three months to end of February 2026, 3,469 of training hours were delivered across both online and face-to-face formats. Training compliance is at 86% against a target of 90%.
3. Financial performance
 - 3.1. Revenue for the month of January 2026 was £26k better than forecast which came mainly from private day centre support.
 - 3.2. Residential private occupancy is marginally below the forecasted position but overall, the target set for self-funder revenue will be exceeded by year end.
 - 3.3. Agency usage had a slight increase in January, but early examination of February's results suggests agency usage has fallen back to expected levels.
 - 3.4. The financial outturn for the year ending 31 March 2026 is cautiously anticipated to be breakeven. However, achieving this will require continued tight financial control throughout the remainder of the year.

ANNUAL BUSINESS PLAN UPDATE

4. The Annual Business Plan 2025-26 identifies six core priorities for delivery:
 - 4.1. Transitioning to a hub and spoke model for day opportunities, enhancing accessibility and efficiency.
 - 4.2. Establishing and embedding a unified operating model to drive consistency across all services.
 - 4.3. Expanding and refining models of support to remain responsive to evolving needs.

- 4.4. Launching the Care Dorset Academy to invest in workforce development and build future capability.
- 4.5. Publishing enabling strategies that reinforce governance, assurance, and long-term sustainability.
- 4.6. Applying the reablement model as a preventative approach, reducing dependency and promoting independence.
- 5. An update on quarter 3 performance was given at the Shareholder meeting in January. A report on the overall delivery for 2025/26 will be given at the June Shareholder Committee.
- 6. The 2026/27 Annual Business Plan is included as a separate agenda item at this meeting for approval.

CORPORATE GOVERNANCE

- 7. The Board of Directors met on 9 February 2026. At this meeting, the Board endorsed the proposed Annual Business Plan and agreed to submit it to the Shareholder for approval. The Board also approved the 2026/27 budget, which includes a realistic yet stretching target to grow self-funder revenue. In addition, the Board received updates from the four executive committees covering people and resources, property and assets, clinical governance, and business development.

OTHER MATTERS TO NOTE

- 8. The Care Dorset Summit was held on 4 February 2026, bringing together representatives of the Care Dorset Board of Directors and Dorset Council Officers, including Catherine Howe, Jonathan Price and Sam Poole, alongside Cllr Robinson. The Summit provided a structured forum to review Care Dorset's progress since its establishment in 2022, consider the strategic opportunities ahead, and reaffirm the collective commitment to the organisation's long-term success. A programme of follow-up actions is now being jointly advanced by Dorset Council and Care Dorset colleagues to ensure momentum is maintained.
- 9. Engagement between Care Dorset and Dorset Council remains strong in relation to the redevelopment of Sidney Gale House in Bridport. Work is now advancing on the definition of the operating model and the associated contractual framework, ensuring the project is positioned on a clear and robust footing for the next phase.

APPENDICES

- 10. There are no appendices to this report.

BACKGROUND PAPERS

- 11. There are no background papers.

Care Dorset Shareholder Committee

23 March 2026

CARE DORSET

Chair of the Boards – continued tenure for a further 3 years until June 2029

For decision

Report author: Nicola Rowland
Title: Chair of the Remuneration and Nominations Committee - Care Dorset
Email: nicola.rowland@caredorset.co.uk
Date: 13 February 2026

Report status: **PUBLIC**

Brief summary:

The tenure for the Chair of the Boards for Care Dorset Holdings Limited and Care Dorset Limited is up for review and this paper sets out the recommendation from the Remuneration and Nominations Committee held on 26 January 2026 for the current Chair to continue for a further 3 years until June 2029.

Recommendation:

The Shareholder Committee is asked to approve the recommendation from the Remuneration and Nominations Committee for Care Dorset Holdings Limited and Care Dorset Limited to continue the tenure for a further 3 years for the existing Chair of the Boards, Caroline Tapster, until June 2029.

Reason for recommendation:

Care Dorset plays a crucial role as a delivery partner to Dorset Council, providing essential adult social care and support.

During Caroline's current tenure it is the belief of the Boards that the current Chair has demonstrated her chairing skills, understanding and managing the difficult position for the

Companies but equally for the Shareholder, particularly in relation to financial responsibilities and has ensured that a collaborative approach is in place.

Caroline has presided over the organisation and ensured a commitment to continuing to drive the organisation forward, including the adoption of an agreed strategy.

She consistently delivers on the values of our organisation by being people focused, genuine, acting with integrity, encouraging development and working collaboratively as a team.

It is felt that it would be destabilising to the organisation and its current delivery to seek a replacement at this juncture and therefore supports the rationale for the continuation of Caroline Tapster for a further 3-year tenure until June 2029.

APPENDICES

1. There are no appendices to this report.

BACKGROUND PAPERS

2. There are no background papers.

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