



Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 29 June 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 23 March 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 24 June 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 24 June 2026.

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

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| 6. | REVIEW OF TERMS OF REFERENCE | 9 - 12 |
| | To note the shareholder committee terms of reference. | |
| 7. | FORWARD PLAN | 13 - 20 |
| | To consider the draft Forward Plan. | |
| 8. | DORSET COUNCIL ORGANISATIONAL UPDATE | 21 - 24 |
| | To consider a report of the Corporate Director for Commissioning and Improvement. | |
| 9. | CARE DORSET UPDATE | 25 - 30 |
| | To consider a report of the Chief Executive Officer, 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 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 MONDAY 23 MARCH 2026

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

Apologies: None

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

Chris Best (Managing Director, Care Dorset), Grace Evans (Head of Legal Services and Deputy Monitoring Officer), Tony McDougal (Communications Business Partner - Adults and Housing), Sam Poole (Interim Corporate Director for Commissioning & Improvement), Caroline Tapster (Chair of the Board, Care Dorset), Lindsey Watson (Senior Democratic and Governance Officer) and Sian White (Service Manager, Finance)

30. Minutes

The minutes of the meeting held on 19 January 2026 were confirmed as a correct record and signed by the Chair.

31. Declarations of Interest

There were no declarations of interest.

32. Public Participation

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

33. Councillor Questions

There were no questions from councillors.

34. Forward Plan

The Forward Plan was noted.

35. 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 respect of the recent review of day opportunities, the Cabinet Member for Adult Social Care expressed his appreciation to Care Dorset staff for their professionalism during the review process.

In response to a question, the Corporate Director confirmed that a report relating to the Bridport Reablement Centre was due to be considered by Cabinet in June. Consideration was given to the potential timescale for the development.

The report was NOTED.

36. **Care Dorset Update**

The shareholder committee considered a report, which provided an update on matters relating to Care Dorset since the previous meeting.

The Chair of the Board made reference to a Care Dorset summit which had taken place on 4 February and which had been attended by members of the Care Dorset Board and commissioning team. She thanked the Dorset Council representatives that had attended and noted that the summit had provided an opportunity for all attending to jointly reflect on progress made to date, plans for the future and to reaffirm the shared commitment for continued success and growth.

The Managing Director provided an overview of the areas covered by the report and made particular reference to operational performance issues including occupancy levels, a structure transformation programme that was being undertaken and noted that an update on the current business plan would be provided at the next meeting of the shareholder committee. It was noted that Care Dorset continued to perform well against the expectations of the commissioners.

Councillors considered the issues covered by the report and points were noted in the following areas:

- Occupancy levels were considered and would be covered further in the business plan report later on the agenda
- In response to a point raised, a definition was provided for an ‘involuntary’ leaver
- An update was provided on sickness levels and the management of both short-term and long-term sickness. Care Dorset linked in with the council’s occupational health team to support people back to work
- A point was raised in respect of the use of the wording related to the average occupancy in care homes, where it stated that average occupancy was 100% in two care homes. The wording would be reviewed and revised for future reports.

The report was NOTED.

37. **Chair of the Board - tenure for a further 3 years until June 2029**

Prior to consideration of the agenda item, Caroline Tapster, Chair of the Care Dorset Boards, left the meeting.

The shareholder committee received a report which set out a recommendation from the Remuneration and Nominations Committee for Care Dorset Holdings Ltd and Care Dorset Limited, to continue the tenure of the existing Chair of the Boards, Caroline Tapster for a further 3 years, until June 2029.

The Cabinet Member for Adult Social Care commended the continuation of the current Chair of the Boards.

It was proposed by S Robinson seconded by R Biggs

Decision

That the recommendation from the Remuneration and Nominations Committee for Care Dorset Holdings Limited and Care Dorset Limited, to continue the tenure for the existing Chair of the Boards, Caroline Tapster, for a further 3 years until June 2029, be approved.

Reason for the decision

To consider the continuation of the existing Chair of the Boards, Caroline Tapster for a further 3-year tenure until June 2029.

Caroline Tapster returned to the meeting.

38. Urgent Items

There were no urgent items.

39. Exempt Business

It was proposed by S Robinson seconded by G Taylor

Decision

That the press and the public be excluded for the following items in view of the likely disclosure of exempt information within the meaning of paragraph 3 of Schedule 12 A to the Local Government Act 1972 (as amended).

Reason for taking the items in private

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

The livestream was concluded at this juncture.

40. Care Dorset Annual Business Plan

The shareholder committee considered a report of the Managing Director, Care Dorset, which presented the Annual Business Plan for Care Dorset for 2026/27. In presenting the business plan, the Managing Director set out the key strategic priorities for 2026/27.

Councillors reviewed the business plan, and responses were provided to questions and comments raised.

It was proposed by S Robinson seconded by B Wilson

Decision

That the Annual Business Plan for 2026/27 be approved.

Reason for the decision

As set out in the exempt report.

41. Remuneration Policy 2026-29

The shareholder committee received and considered a report of the Managing Director, Care Dorset, which presented and sought approval of the Remuneration Policy 2026-29. In presenting the report, the Managing Director confirmed that a change would be made to the final version of the document, to clarify the decision-maker in respect of the policy.

It was proposed by R Biggs seconded by S Robinson

Decision

That the Remuneration Policy 2026-29 be approved, with a review period of three years.

Reason for the decision

As set out in the exempt report.

Duration of meeting: 2.00 - 2.58 pm

Chairman

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THE SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LIMITED

7.2 Role/Terms of Reference and Membership

- a. The Shareholder Committee for Care Dorset Holdings Limited shall be primarily responsible for the following delegated functions except where specific functions have been delegated to an Officer:
 - monitoring the performance of Care Dorset Holdings Limited (including in relation to Business Plans and associated budgets);
 - monitor the business affairs, finances, and accounts of Care Dorset Holdings Limited;
 - overseeing the strategic direction of Care Dorset Holdings Limited or proposed and adopted business plans and budgets for future years to be presented in draft as they are developed or the review of future service developments and opportunities;
 - considering the risks and opportunities faced by Care Dorset Holdings Limited and impact on the Council (including, for example, in relation to commercial factors, governance issues, and health and safety records);
 - monitoring Care Dorset Holdings Limited compliance with relevant legislation;
 - assuring that Care Dorset Holdings Limited status as a 'Teckal' company is maintained;
 - taking decisions that relate to any matter identified as being reserved to be taken by the Shareholder ("Reserved Matters") listed within Appendix 1, within the Articles of Associations and/or the Shareholder Agreement for Care Dorset Holdings Limited. Provided that where a decision affects the Council budgetary framework the Shareholder Committee will consider the decision and provide a recommendation to Full Council.
 - exercising the Shareholders reserve power by Special Resolution (in accordance with the Articles of Association).
 - reporting and making recommendations to the Cabinet on areas outside of the Shareholder Committee's delegated authority.
 - reporting to Cabinet annually on the performance of the trading activities of Care Dorset Holdings Limited.
 - reviewing these Terms of Reference annually and make any necessary recommendations to Cabinet.
- b. The Shareholder Committee will not have operational control over Care Dorset Holdings Limited. All decisions regarding the day-to-day operation and management of Care Dorset Holdings Limited rests with the Care Dorset Holdings Limited board of directors, which must ensure that Care Dorset Holdings Limited business is conducted in accordance with the terms of the Shareholders' Agreement entered into between the Council and Care Dorset Holdings Limited (Shareholders' Agreement) and in accordance with Care Dorset Holdings Limited Articles of Association.
- c. The Shareholder Committee shall comprise of 5 Members drawn from the Cabinet to be appointed by the Leader of the Council/Cabinet.
- d. The quorum of the Shareholder Committee shall be 3 Members.
- e. There shall be no power to appoint substitutes to the Shareholder Committee.
- f. The Chief Executive, Section 151 Officer, Monitoring officer and Executive Director People – Adult (or their nominees) will be advisors to the Shareholder

Committee. Additional advisors and Care Dorset Holdings Limited officers and directors may be invited to attend the Shareholder Committee as required.

7.2.1 Appointment of Chair and Vice-Chair

The Leader of the Council/Cabinet will appoint the Chair and Vice-Chair of the Shareholder Committee.

7.2.2 Meetings

- a. The number of ordinary meetings of the Shareholder Committee each year will normally be quarterly unless otherwise determined by the Leader of the Council.
- b. The Chair of the Shareholder Committee shall have the power to call one or more special meeting(s) of the Shareholder Committee.
- c. The Chair of the Shareholder Committee may determine that a meeting should be cancelled for insufficient business.

7.2.3 Delegated powers and powers of recommendation of the Shareholder Committee

- a. The Shareholder Committee shall have the powers as set out in Functions of the Council - Part 3(1) of the Constitution.
- b. For the avoidance of doubt the Shareholder Committee can delegate any of their powers to any Officer.

7.2.4 Reserved Matters (Shareholder Agreement Schedule 1) as set out in appendix 1 below.

Appendix 1

THE SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LIMITED

Reserved Matters (Shareholder Agreement Schedule 1) as set out below

Matters requiring Shareholder Consent (Reserved Matters)

1 The following matters must be determined by the Shareholder for the Company:

- 1.1 issue or allot any share capital;
- 1.2 alter or amend the articles of association
- 1.3 issue or amend any share or shareholder rights
- 1.4 appoint the Director to act as Chair; (and provide any written objections to the appointment of Chair of Care Dorset)
- 1.5 make any commercial loan or grant any credit or giving any guarantee or indemnity other than in accordance with the Business Plan or in the normal course of business; or
- 1.6 make any borrowing (other than normal trade credit);
- 1.7 change its financial year end;
- 1.8 create or permit to be created any mortgage, charge, encumbrance or other security interest whatsoever on any asset or its business in whole or in part;
- 1.9 adopt or amend save in accordance with clause 8 (Business Plan), or engage in activity outside of its annual Business Plan or enter into any contract or commitment not provided for in the Business Plan under which it may incur costs in excess of £100,000 (one hundred thousand pounds);
- 1.10 form any Subsidiary or acquire shares in any other company or participate in any partnership or joint venture (incorporated or not);
- 1.11 amalgamate or merge with any other company or business undertaking;
- 1.12 alter its name;
- 1.13 relocate its principal place of business or head office outside of the Dorset Council area;
- 1.14 approval of the Remuneration Policy and any subsequent variations (save any minor or technical changes that would be reported to the next shareholder committee meeting) to the Remuneration Policy. Remuneration Policy to include:
 - 1.14.1 any profit-sharing, share option, bonus or other incentive scheme of any nature for directors, officers or employees;
 - 1.14.2 amending in any material respect the terms and condition on which any employee of the Company is employed;

- 1.14.3 except where the restructure is approved in the Business Plan, dismiss any director, officer or employee in circumstances in which it incurs or agrees to bear redundancy or other costs in excess of £40,000 (forty thousand pounds);
- 1.15 agree to amend remuneration (by payment of fees, the provision of benefits-in-kind or otherwise) any director, employee or consultant to the Company save in accordance with the Remuneration Policy;
- 1.16 make any agreement with any revenue or tax authorities or make any claim, disclaimer, election or consent exceeding £25,000 for tax purposes in relation to the Company or its business;
- 1.17 change the nature of the Business or commence any new business except where the new business is included in the Business Plan;
- 1.18 make or permit to be made any change in the accounting policies and principles adopted in the preparation of its audited or management accounts except as may be required to ensure compliance with relevant accounting standards under the Companies Act 2006 or any other generally accepted accounting principles in the United Kingdom;
- 1.19 Subject to 1.19.1 and 1.19.2, institute, settle or compromise any material legal proceedings instituted or threatened against it or submitting any dispute to arbitration or alternative dispute resolution exceeding £20,000 (twenty thousand pounds).
 - 1.19.1 This provision shall not apply to any legal proceedings, arbitration or alternative dispute resolution between the Company and the Council;
 - 1.19.2 This provision shall not prevent or restrict the Company pursuing the collection of debts due to the Company
- 1.20 make any acquisition, disposal, or structural modifications of any property asset(s), leases or land interests except where these are set out in the Business Plan or creating a liability of less than £100,000 (one hundred thousand pounds);
- 1.21 enter into an agreement to do any of the above.



Shareholder Committee for Care Dorset Holdings Ltd
DRAFT Forward Plan - September to December 2026
(Publication date – 27 AUGUST 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 2026/27

Cllr Nick Ireland – Leader of the Council and Cabinet Member for Climate, Communications, Performance and Safeguarding

Cllr Richard Biggs – Deputy Leader of the Council and Cabinet Member for Regeneration, Economic Growth and Strategic Assets

Cllr Steve Robinson – Cabinet Member for Adult Social Care and Health

Cllr Gill Taylor – Cabinet Member for Housing and Homelessness

Cllr Ben Wilson – Cabinet Member for Transformation, Customer and Workforce

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
September 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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Director - Adult Social Care (Julia Ingram)</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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Care Dorset Annual Performance Report 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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</i>
Annual report and Year end accounts Key Decision - No Public Access - Open To receive the annual financial report.	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</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 28 Sep 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
November 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 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Director - Adult Social Care (Julia Ingram)</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 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Sam Poole, Interim Corporate Director for Commissioning & Improvement samuel.poole@dorsetcouncil.gov.uk Director - Adult Social Care (Julia Ingram)</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 Nov 2026	Cabinet Member for Adult Social Care & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</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 - Fully 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 & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</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, Communications, Performance & Safeguarding	<i>Grace Evans, Head of Legal Services and Deputy Monitoring Officer 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 & Health	<i>Chief Executive Officer, Care Dorset Director - Adult Social Care (Julia Ingram)</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Annual report and Year end accounts (June) Key Decision - No 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 & Health	<i>Chief Executive Officer, Care Dorset</i> <i>Director - Adult Social Care (Julia Ingram)</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.

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Shareholder Committee for Care Dorset Holdings Ltd

29 June 2026

Commissioners' Update For Review and Consultation

Cabinet Member:

Cllr S Robinson, Adult Social Care & Health

Local Councillor(s):

All

Senior Leadership Team:

J Ingram - Director, Adult Social Care

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)

- 1. Executive summary (maximum of 500 words)**
 - 1.1 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 March 2026.
- 2. Recommendation(s)**
 - 2.1 The Committee is asked to note the contents of this report and the progress outlined.
- 3. Reason for the recommendation(s)**
 - 3.1 Care Dorset plays a key role in delivering the Council's 'Commissioning for a Better Life' strategies and in improving the quality and long-term sustainability of care and support for adults in Dorset.
- 4. The report**
 - 4.1 This report provides an update on key areas of work affecting Care Dorset. It reflects progress since March across day services, supported living, reablement, care homes, and system transformation, alongside key financial and delivery considerations.

- 4.2 This work is aligned with Dorset Council's priorities, particularly supporting "Communities for All" by promoting independence, strengthening community-based provision, and ensuring people can access the right care and support at the right time. Care Dorset continues to play a key role within the Council's wider transformation of community health and care services, supporting more integrated and sustainable models of delivery.

Day Services

- 4.3 Following Cabinet approval in March 2026 of the Council's new model for day opportunities, work has progressed into the implementation phase. The agreed approach establishes a more flexible and sustainable model of delivery, with a stronger emphasis on promoting independence, maximising the use of community assets, and ensuring long-term financial viability. In doing so, it supports the Council's ambition to build stronger, more inclusive communities by reducing reliance on traditional building-based services and expanding access to community-based opportunities.
- 4.4 Work is underway to rebase the Care Dorset Day Services contract across the 13 centres, reflecting the transition to deliver the agreed future model for day opportunities.
- 4.5 Progress to date includes the development of a new service specification and detailed analysis of the cost base for each centre to ensure alignment with the revised model and overall affordability. Further work is progressing to determine the appropriate balance between block and spot purchasing arrangements.
- 4.6 A review of lease and occupancy arrangements across the estate is ongoing to ensure assets are used effectively and support the delivery model. There is also a continued focus on linking day services more strongly with community-based provision and prevention initiatives.

Supported Living

- 4.7 Work continues to progress on the second transitions property in Weymouth, which is due to open over the summer. This will provide a shared three-bedroom supported living property, designed to support young adults to develop independence and transition into longer-term settled accommodation.

Reablement Centre

- 4.8 Work on the redevelopment of Sidney Gale is ongoing; however, the project remains at an earlier gateway stage than originally expected. While design development and enabling works have progressed, further activity is needed to improve cost certainty, strengthen the risk position, and confirm overall deliverability before moving forward to Cabinet decision.

- 4.9 In parallel, work is continuing with Care Dorset to develop the operational model for the future service, including ongoing discussions regarding the proposed operating arrangements, lease structure and occupancy model. This will ensure that the future service is both operationally effective and financially sustainable once delivered.

Community Reablement and System Transformation

- 4.10 Community Reablement services continue to perform strongly, maintaining performance above planned trajectories for both activity and flow. Weekly starts remain above target, and length of stay continues to outperform good practice benchmarks.
- 4.11 Focus remains on improving effectiveness, particularly in reducing ongoing care needs following reablement. Current performance remains below target; however, a range of improvement actions are in place, including increased use of digital tools, strengthened multidisciplinary working, and enhanced clinical leadership. Commissioners are actively engaged in Care Dorset's Reablement Transformation Programme, helping to shape future models of intermediate care.

Care Homes

- 4.12 Following a number of workshop sessions, commissioners and Care Dorset continue to work in partnership to explore opportunities for service development. This includes consideration of how care home provision could expand to support individuals with higher acuity needs, including those with complex mental health and dementia diagnoses who are ready for discharge from acute settings, informed by demand data being provided by commissioners. Work is also progressing to align operational processes more closely, strengthening oversight of referral activity and enabling more effective joint working between partners.

5. Legal considerations

- 5.1 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.

6. Financial implications

- 6.1 This report does not seek any formal decisions at this stage and does not introduce new financial commitments. However, the Council continues to face sustained pressures within the adult social care budget. In this context, Care Dorset has an important role in supporting the Council to manage these

financial challenges by delivering efficient, high-quality services and contributing to value for money. Robust commissioning decisions in relation to Care Dorset will therefore be essential to ensure financial sustainability.

7. Natural environment, climate & ecology implications

- 7.1 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

8. Well-being and health implications

- 8.1 The services described, and their journey of continuous improvement, are key contributors to maintaining and improving the health and wellbeing of people who draw on support, supporting independence, reducing risk, and contributing to better long-term outcomes.

9. Other implications

- 9.1 No other implications identified.

10. Risk implications

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

11. Equalities

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

12. Appendices

- 12.1 None

13. Background papers

- 13.1 None

14. Report sign-off

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

Care Dorset Shareholder Committee

29 June 2026

CARE DORSET UPDATE

For information and assurance

Report author: Chris Best
Title: Chief Executive Officer
Email: chris.best@caredorset.co.uk
Date: 15 June 2026

Report status: **PUBLIC**

Brief summary:

Care Dorset reports stable performance, with high occupancy, strong delivery in day services, and positive reablement outcomes. Workforce metrics remain better than sector averages, sickness has improved, and the financial year has started slightly ahead of plan despite some revenue shortfall.

Progress against the Business Plan is broadly positive, including new service expansion, improvements to care models, and workforce development initiatives. Some delays remain, but focus continues on growth, sustainability, technology, and strengthened governance

Recommendation:

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

Reason for recommendation:

Care Dorset remains a critical delivery partner to Dorset Council as its owned local authority trading company (LATCo), providing essential adult social care services.

COMPANY UPDATE

1. Operational performance

1.1. **Occupancy levels (block funded)**

- 1.1.1. Occupancy across the block-funded residential beds for the three months ending May 2026 has remained at 91%.
- 1.1.2. The Lawns care home is impacting on the overall averages, which itself has seen occupancy at an average of 61% for the same period. However, it is important to note that occupancy has begun to increase, and the first two weeks of June have seen occupancy increase to 70%.
- 1.1.3. With The Lawns excluded from the averages, occupancy has averaged at 97% in the same reporting period.

1.2. **Occupancy level (self-funded)**

- 1.2.1. Self-funded occupancy for the three months ending May 2026 has averaged at 58% which is close to forecasted expectations.
- 1.2.2. Marketing activity continues to be progressed to raise awareness of Care Dorset's presence and being available to accept self-funders.

1.3. **Day opportunities**

- 1.3.1. Care Dorset continued to deliver 104% of the block-funded hours for the three months ending May 2026 across the day services.
- 1.3.2. There were 366 people supported in the same period.
- 1.3.3. The Swanage day service will close at the end of June 2026. Colleagues previously employed at this service have chosen redundancy, with the exception of one who is trialling a role at another location. All individuals we support have either been transitioned to alternative providers or are being supported by Care Dorset at a different location.
- 1.3.4. Care Dorset is working in close partnership with Dorset Council as the day opportunities transformation work progresses. The inaugural advisory panel (part of Care Dorset's programme management governance) is taking place the w/b 22 June.

1.4. **Community reablement**

- 1.4.1. In the three months to May 2026, the community reablement team delivered an average of 3,763 hours of reablement support per month.
- 1.4.2. In the same period, 92.1% of individuals ended their reablement period with no increase to their package of care.

1.5. **Supported living**

- 1.5.1. The team continues to deliver the contracted hours across the three supported living settings.
 - 1.5.2. The new service in Weymouth for young adults with learning disabilities is due to open shortly.
- 1.6. **Extra Care (St Martin's)**
 - 1.6.1. Occupancy levels continue to make steady progress with occupancy now at 94.5%.
- 2. Workforce performance
 - 2.1. **Turnover**
 - 2.1.1. For the 12 months to May 2026, voluntary turnover is 16.26%, representing an increase on the previously reported position. Initiatives within the People Plan are focused on addressing this metric, alongside other workforce priorities.
 - 2.1.2. Total colleague turnover (incorporating both voluntary and involuntary leavers) is 20.5% for the same period. This is a small increase from the previous period but remains significantly below sector averages nationally and for the Southwest region.
 - 2.2. **Sickness**
 - 2.2.1. Sickness levels for the 12 months to May 2026 is an average of 7 days per colleague (based on a 12-month rolling calculation). This is a reduction from the previously reported position of 10.3 days and is below the sector benchmark of 9.4 days.
 - 2.3. **Training and development**
 - 2.3.1. In the three months ending May 2026, 5,218 hours of training were delivered across online and face-to-face formats.
 - 2.3.2. Training compliance is at the target of 90%.
- 3. Financial performance
 - 3.1. For the first month of the new fiscal year, Care Dorset is reporting a positive start with an operating profit of £2.1k against a deficit budget of £22.8k. This is largely due to agency usage being £35k better than budget.
 - 3.2. Property-related costs are overspent by £8.6k due to timing differences between actual and budgeted spend.
 - 3.3. Revenue is £110k behind budget as a result of uplifts not as budgeted and self-funder revenue behind budget.

ANNUAL BUSINESS PLAN UPDATE

- 4. As the first quarter draws to a close, the following update outlines progress against the 2026/27 Business Plan, as agreed with the Shareholder at the March 2026 meeting.

5. Aim one: Expanding market share
 - 5.1. Good progress has been made in securing an additional contract with Dorset Council. Care Dorset's new transitions service for young adults with learning disabilities and/or autism is scheduled to open in the coming weeks.
 - 5.2. Discussions about increasing the capacity at Anglebury Court continue.
6. Aim two: Improving and sustaining good quality care and support
 - 6.1. The development of a unified care delivery model is progressing well. The model has been presented at the Leaders' Summit and is now undergoing further refinement.
 - 6.2. The day service transformation programme continues to advance. The Swanage service is due to close at the end of June 2026. The first Dorset Council Advisory Panel meeting will take place during the w/c 22 June, alongside detailed planning on the programme of works. A dedicated Programme Manager will join Care Dorset in July to provide additional delivery capacity.
 - 6.3. Work to achieve Centre of Excellence status at Streets Meadow has commenced. A programme manager with nursing experience has been appointed as an interim (2 day per week) basis to lead the transformation programme. The long-term ambition is for Streets Meadow to develop into a specialist nursing service for individuals with enduring dementia or other mental health needs. This will go beyond a traditional nursing model by incorporating behavioural support approaches and establishing a partnership with Health Sciences University to develop an accredited career pathway for non-nursing colleagues.
7. Aim three: To be known as a trusted provider and a great place to work
 - 7.1. Improvement work in reablement services is currently being scoped for delivery in quarter two.
 - 7.2. Progress continues on the Care Path Academy, with learning content now fully branded and structured into Core and Essential pathways, supported by a robust Training Needs Analysis and delivered via the Litmos Learning Management System (LMS). Capacity has been strengthened through the appointment of a Clinical Practice Educator. Focus is now shifting to the Development and Leadership pathways, covering specialist programmes and a structured management development offer based on the Care Dorset's own Leadership Framework (called CARE), alongside improved accessibility through enhanced online resources.
 - 7.3. The involvement and engagement plan has been scoped and presented to the Board of Directors. Action planning is now underway.
8. Aim Four: To ensure value for money and to be sustainable for the future
 - 8.1. Progress on the development of TradeCo has been delayed and is now expected to be presented to Shareholder in September.

- 8.2. Significant progress has been made in developing a technology-enabled operating model. A systems roadmap has been established, including work to simplify systems and reduce the number of applications used by colleagues.
- 8.3. Improvements are being made to ensure greater consistency in recycling practices. In addition, work is underway to establish a baseline carbon footprint across the care home estate, which will inform future carbon reduction targets.

CORPORATE GOVERNANCE

- 9. Recruitment for a Non-Executive Director with commercial and business development expertise will begin by the end of June 2026, with the successful candidate expected to be in post by the end of September 2026.
- 10. Catherine Howe will be joining the Care Dorset Board of Directors for a strategic discussion ahead of its board meeting on 22 June 2026. The Board is very grateful to Catherine for her time.

OTHER MATTERS TO NOTE

- 11. Following the February summit, a series of workshops has been held with Commissioners. These discussions have resulted in a number of agreed actions for both organisations, which are now being progressed
- 12. Positive media coverage
 - 12.1. Care Dorset has featured in local media for a series of positive stories of this period including:
 - 12.1.1. Coverage of Margert's Barton's 100th birthday: [Margaret Cave celebrated her 100th birthday in Dorset | Bournemouth Echo](#) | [Last surviving cast member of beloved film celebrates 100th birthday in Wimborne](#)
 - 12.1.2. Anglebury Court's 'Good' CQC rating: [Care Dorset welcomes latest CQC report on Wareham care home | Dorset Echo](#)
 - 12.1.3. Gerald's sidecar ride out: ['I've enjoyed every minute' - 100-year-old's motorbike dream comes true | Centenarian Gerald ready for rideout to fulfill life-long dream! – The New Blackmore Vale Magazine](#)

APPENDICES

- 13. There are no appendices to this report.

BACKGROUND PAPERS

- 14. There are no background papers.

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