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Shareholder Committee for Care Dorset Holdings Ltd

Date: Monday, 23 November 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

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Agenda

Item **Pages**

1. APOLOGIES

To receive any apologies for absence.

2. MINUTES 5 - 10

To confirm the minutes of the meeting held on 28 September 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 November 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 November

2026.

Dorset Council Constitution – Procedure Rule 13

6. FORWARD PLAN 11 - 16

To consider the Forward Plan.

7. CARE DORSET UPDATE 17 - 22

To consider a report of the Chief Executive Officer, Care Dorset.

8. 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.

9. 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.

Public Participation, Accessibility and Emergency Evacuation Information
Public Participation
This meeting may be viewed live or after the event via the YouTube link on the Dorset Council committee webpage. Members of the public may also attend in person. Details of the meeting venue are provided at the top of the agenda.

Members of the public wishing to participate in the meeting may do so in person or via a hybrid link. Further information is available in the Getting Involved guidance.

Please ensure mobile phones are set to silent during the meeting.

Dorset Council may record and broadcast the meeting, except where confidential business is considered.

Members of the public may film, photograph or report on proceedings that are held on public, including via social media, provided this is done unobtrusively and in accordance with the Chair's directions. Anyone wishing to film or record the meeting is asked to inform the Chair or the Democratic & Governance Services Officer.

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- Anyone who may require assistance during an evacuation should notify Democratic & Governance Services before the meeting begins.

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Anyone requiring first aid should go to the main reception at County Hall. Outside of normal office hours the first aid contact will be a member of the Facilities Team.

Dorset Council

SHAREHOLDER COMMITTEE FOR CARE DORSET HOLDINGS LTD

MINUTES OF MEETING HELD ON MONDAY 28 SEPTEMBER 2026

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

Present remotely: Cllrs Steve Robinson and Ben Wilson

Apologies: None

Officers and others present (for all or part of the meeting):
Chris Best (Chief Executive Officer, Care Dorset), Jen Cook (Lawyer - Contracts and Commercial), Sean Cremer (Director - Resources (Section 151 Officer)), Julia Ingram (Director - Adult Social Care), Sarah Sewell (Head of Commissioning - Adults Care and Support), Caroline Tapster (Chair of the Care Dorset Board) and Lindsey Watson (Senior Democratic and Governance Officer)

11. **Minutes**

The minutes of the meeting held on 29 June 2026 were confirmed as a correct record and signed by the Chair.

12. **Declarations of Interest**

There were no declarations of interest.

13. **Public Participation**

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

14. **Councillor Questions**

There were no questions from councillors.

15. **Forward Plan**

The Forward Plan was noted.

16. **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 introduced Chris Brophy, a Non-Executive Director on the Care Dorset Board.

The Chair of the Board reported that recruitment for an additional Non-Executive Director with commercial and business expertise was ongoing. In addition it was noted that a governance effectiveness review had been commenced to ensure that governance arrangements remained aligned with recognised good practice and continued to support the organisation's strategic objectives. A final report was expected in the new year.

The Chief Executive Officer reflected on where Care Dorset was as the company approached its four-year anniversary, noted the areas covered by the annual performance report, progress made and savings delivered. There was recognition of the contribution made by all colleagues for services delivered. It was acknowledged that there was more to do to grow, become more commercially capable, support people and provide value to the shareholder.

The Chief Executive Officer provided an overview of the areas covered by the update report.

The shareholder committee considered the issues covered by the report and during discussion the following points were raised:

- Congratulations were given on the Good rating achieved following a recent Care Quality Commission inspection for the Lawns residential care home in Weymouth
- A question was raised in respect of the self-funded occupancy levels set out in the report. The Chief Executive Officer noted that there were differences in the price per bed across care homes and the difference in figures would need to be checked
- In respect of financial performance and closing the gap in finances, this was being monitored and it was noted that there had been a focus on marketing activity and a deferment of some planned activity to the following year. A further note in respect of this would be provided following the meeting from the Care Dorset Chief Financial Officer
- The importance of keeping the financial position under review was highlighted
- In response to a question on the figures in the report related to self-funded occupancy, the Chief Executive Officer provided clarification on the figures and noted that 53% was the number of beds occupied by self-funders or those with another funding route. In respect of the number of empty beds, the Chief Executive Officer confirmed the current position and noted that there were around 20 beds empty
- It was confirmed that Care Dorset's supported living services provided move on accommodation.

The report was NOTED.

17. **Care Dorset Annual Performance Report**

The Chief Executive Officer, Care Dorset provided an annual performance report and presented the Impact Report 2025/26.

In response to a question, it was confirmed that the electronic rostering system was assisting with effective staffing management and was contributing to the ability to reduce agency use.

It was noted that the annual performance report would be presented to Cabinet at the November meeting for information.

The report was NOTED.

18. **Urgent Items**

The Chair reported that there were two items that had been added to the agenda under urgent items.

Annual Report and Year end Accounts

The Chair noted that the accounts had to be approved by the Care Dorset Board of Directors at a meeting on 21 September 2026, which was after the agenda publication date. As Chair, he had agreed to add the item to the agenda to ensure timely consideration of the report.

The shareholder committee received a report of the Chief Financial Officer, Care Dorset, which presented the audited annual accounts for the 18 months ending 31 March 2026. It was noted that the accounting period had been extended in order to align with the Dorset Council financial year.

Councillors considered the report and discussion was held in the following areas:

- In response to a question regarding Care Dorset's leasing arrangements, the Chief Executive Officer confirmed that there was assurance from auditors in respect of the arrangements. It would be important for Care Dorset to have the opportunity to explore arrangements within the estate as the business sought to grow and became more independent from the council
- No concerns in relation to profitability had been raised by the auditor. From a commercial perspective the company was secure as an ongoing concern, however there was recognition of the need to grow and diversify income streams and there was ambition to create reserves for future investments
- There had been early-stage discussions in respect of works required to properties, with decisions to be taken on where responsibilities lay. The Chief Executive Officer thanked those involved for their work in this area
- In response to a question about whether there were any challenges in the recovery of debt, the Chief Executive Officer noted that Care Dorset was comfortable with the position regarding debt and that there was a strong debt management process in place
- It was noted that the reliance on agency staff had reduced and a question was raised as to whether this was a sustainable position. Assurance was given that there were strong processes in place to manage workforce including greater visibility of rosters through the online system and use of the neutral vendor to manage the relationship with agency providers. There

were no current significant concerns, but this would continue to be kept under review
- There had been a reduction in staff numbers although it was noted that this was due to the closure of facilities and changes made within the support team and not due to a reduction in front line staff delivering care services. Staffing was expected to remain stable apart from any increase as required for the opening of new facilities
- It was noted that the nature of the service and how services were provided was constantly under review and that this could have an impact on staffing. A summit event would be held to talk about future issues for Care Dorset.

The report was NOTED.

Dorset Council Commissioner's Update

The Chair noted that the report had been received past the standard deadline for agenda publication. As Chair, he had agreed to add the item to the agenda to ensure timely dissemination of information to members.

The shareholder committee considered a report 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 response to a question, the Cabinet Member for Adult Social Care and Health reported that, in respect of the former Sidney Gale site, issues on site had caused a slight delay and therefore the report to be brought to Cabinet regarding the reablement centre would be brought towards the end of the year or beginning of next year.

The report was NOTED.

19. **Exempt Business**

It was proposed by R Biggs seconded by G Taylor

Decision

That the press and the public be excluded for the following item 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.

20. **Trading Company proposal**

The Chief Executive Officer (Care Dorset) presented the exempt report and noted that the recommendation had been amended. A copy of the amended recommendation was tabled to shareholder committee members present in the meeting room. Those members of the shareholder committee attending online confirmed that they had seen a copy of the amended recommendation.

The Chief Executive Officer provided an overview of the issues covered in the report and responded to questions and comments from the shareholder committee.

It was proposed by R Biggs seconded by G Taylor.

Decision

That the exempt recommendations as amended and tabled at the meeting be approved.

Duration of meeting: 2.00 - 2.57 pm

Chairman

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Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - November 2026 to March 2027
(Publication date – 22 OCTOBER 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
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	*Director - Adult Social Care (Julia Ingram)*
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	*Sarah Sewell, Head of Commissioning - Adults Care and Support* *sarah.sewell@dorsetcouncil.gov.uk* *Director - Adult Social Care (Julia Ingram)*
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	*Chief Executive Officer – Care Dorset* *Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
March 2027				
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 15 Mar 2027**	Cabinet Member for Adult Social Care & Health	*Director - Adult Social Care (Julia Ingram)*
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 15 Mar 2027**	Cabinet Member for Adult Social Care & Health	*Sarah Sewell, Head of Commissioning - Adults Care and Support* *sarah.sewell@dorsetcouncil.gov.uk* *Director - Adult Social Care (Julia Ingram)*
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 15 Mar 2027**	Cabinet Member for Adult Social Care & Health	*Chief Executive Officer – Care Dorset* *Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
Care Dorset Annual Business Plan **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 15 Mar 2027**	Cabinet Member for Adult Social Care & Health	*Chief Executive Officer – Care Dorset* *Director - Adult Social Care (Julia Ingram)*
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	*Chief Executive Officer – Care Dorset* *Director - Adult Social Care (Julia Ingram)*

Subject / Decision	Decision Maker	Date the Decision is Due	Cabinet Member	Officer Contact
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	*Grace Evans, Head of Legal Services and Deputy Monitoring Officer grace.evans@dorsetcouncil.gov.uk*
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	*Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)*
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	*Chief Executive Officer – Care Dorset Director - Adult Social Care (Julia Ingram)*

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 Holding Ltd

23 November 2026

CARE DORSET UPDATE

For information and assurance

Report author: Chris Best

Title: Chief Executive Officer

Email: chris.best@caredorset.co.uk

Date: 9 November 2026

Report status: **PUBLIC**

Executive summary:

Care Dorset continues to deliver good-quality, reliable services while maintaining a strong focus on improving outcomes, financial sustainability and long-term strategic development.

All regulated services remain rated Good, and the rollout of the THRIVE support model is underway to strengthen independence-focused practice across the organisation.

Operational performance remains strong, with positive outcomes achieved through reablement and delivery of commissioned activity. While financial performance remains challenging, it is ahead of forecast, and recovery actions are progressing.

Work is also underway to strengthen the organisation's approach to demonstrating value for money, complete its commercial growth review, develop the 2027/28 Business Plan, and further enhance governance arrangements.

Recommendation(s):

The Shareholder Committee is asked to note the contents of this report and to continue its support for the Company.

Reason for recommendation(s):

As an owned company of Dorset Council and a critical partner in the delivery of adult social care services across Dorset, Care Dorset continues to play a significant role in supporting residents to live independently and achieve positive outcomes.

This report provides the Shareholder Committee with assurance regarding the organisation's operational performance, quality of care, strategic development, governance arrangements, and financial position. It highlights the progress being made in delivering high-quality, person-centred services, strengthening financial sustainability, demonstrating value for money, and developing the organisation's future strategic direction in partnership with Dorset Council and wider system stakeholders.

CHIEF EXECUTIVE'S OVERVIEW

1. The company's immediate priority is to continue to strengthen performance across existing services while developing a realistic basis for future growth.

2. The next phase of business planning provides an opportunity to bring together our focus on continuing to improve outcomes for the people we support, ensuring services operate effectively, and maintaining the financial resilience needed to sustain and grow our provision.

3. The relationship with Dorset Council remains central to this work as shareholder, commissioner and landlord. The opportunity to come together and agree the future strategic priorities will be critical in shaping the next steps for the organisation.

QUALITY AND OUTCOMES

4. All of Care Dorset's registered and inspected services continue to be rated Good, providing assurance of the organisation's continued commitment to delivering safe, effective, and person-centred care.

5. The organisation has commenced the implementation of THRIVE, Care Dorset's new support model designed to provide a consistent approach to supporting people across all service areas. Grounded in the principles of promoting independence, choice and wellbeing, THRIVE seeks to ensure that people are supported to achieve their personal outcomes while maximising their abilities and strengths. The rollout represents an important step in further embedding a shared culture and practice framework across the organisation, supporting both quality improvement and positive outcomes for the people Care Dorset serves.

OPERATIONAL PERFORMANCE

6. Operational performance demonstrates that Care Dorset is providing reliable services, making effective use of available capacity, and responding to commissioner needs.

7. <u>Residential care</u>

    7.1. Occupancy at the reporting date was 86%. This means that across the commissioned beds, 163 (93%) are occupied. Self-funded occupancy is at 63% meaning 34 beds are currently occupied.

    7.2. There continues to be substantial focus on marketing Care Dorset's beds, and the number of enquiries has remained consistent throughout the reporting period. The conversion rate from referral to admission in the

reporting period is at 30% which is consistent with nationally available levels of performance.

7.3. Care Dorset has continued to work closely with system partners to support individuals with increasingly complex needs, helping to facilitate timely and safe discharge from hospital. Through the provision of specialist care and responsive support, the organisation is aiming to support more people to return to community-based settings sooner, reducing delays in discharge and contributing to improved patient flow across the health and care system. This approach supports better outcomes for individuals while helping partners manage demand and capacity pressures within acute services.

8. Reablement

8.1. In the three months ending October 2026, an average of 3,953 hours of reablement support has been delivered per month.

8.2. In the same period, 97% of individuals concluded their reablement support with no increase to their package of care requirements. This is consistent with the previous three months.

9. Day services

9.1. Care Dorset continues to deliver services in line with contractual requirements. During the three-month period ending October 2026, the organisation delivered 104% of commissioned care hours, providing support to 365 people.

9.2. Care Dorset remains actively engaged with Dorset Council colleagues in supporting and progressing the transformation programme.

10. Supported living and extra care

10.1. Care Dorset continues to deliver support across its supported living and extra care services in line with expectations.

WORKFORCE

11. Turnover

11.1. Voluntary turnover for the 12 months ending October 2026 was 14.99% which is a marginal increase from the previously reported position of 14.45% but remains substantially below sector norms.

11.2. Total colleague turnover for the same period was 18% which is a 1% increase from the previous reported position but again remains below sector averages.

12. Sickness

12.1. The average number of days lost per colleague in the 12 months ending October 2026 was 8 days against a target of 8 days.

FINANCIAL SUSTAINABILITY AND VALUE FOR MONEY

13. Financial performance for September reported an operating loss of £2.5k, representing a favourable position compared with the forecast loss of £88k. This outturn was supported by stronger-than-anticipated revenue performance and a favourable accrual adjustment, including the release of a £30k insurance accrual during the month. Agency expenditure reduced by approximately £12k compared with August, although remained £13k above forecast. Weekly monitoring and reporting arrangements continue to support active management and oversight of agency utilisation.

14. Year-to-date performance remains behind budget expectations, with an operating loss of £205k compared with a planned surplus of £116k, representing an adverse variance of £321k. However, performance is £109k ahead of forecast, reflecting the positive impact of mitigating actions implemented to date. The principal factors influencing performance continue to be occupancy levels within residential services, the current funding position associated with the block contract, and workforce-related costs, including agency expenditure.

15. Management remains focused on delivering financial recovery through a range of measures, including reducing reliance on agency staffing, increasing occupancy across residential services, and progressing constructive discussions with the Council regarding the value and sustainability of the block-funded contract. Subject to a positive outcome from these discussions, the year-to-date deficit would reduce significantly to approximately £62.5k.

16. There are also encouraging early indicators of improved revenue performance. This includes two new placements at Castleman Plus and three admissions to Castleman House arising from short-term intermediate care referrals, alongside two planned private admissions to Castleman House. Collectively, these developments are expected to strengthen occupancy and revenue performance during the second half of the financial year and support progress towards the organisation's financial recovery.

17. <u>Value for money</u>

    17.1. To support assurance around value for money, Care Dorset is developing a broader approach to evaluating and demonstrating value across economic, system, social, and strategic dimensions. This includes improving the measurement of outcomes achieved through reablement and preventative services, evidencing reductions in demand on health and social care systems, increasing service utilisation and workforce productivity, and supporting people to maintain independence within their communities.

    17.2. The organisation is also strengthening its use of performance, quality, and outcomes data to demonstrate the wider social value created through employment, community connection, and person-centred care. Alongside this, Care Dorset is working closely with the Council and system partners to ensure its services contribute to shared strategic priorities, delivering sustainable benefits for residents while ensuring public resources are used effectively and transparently.

STRATEGY AND COMMERCIAL DEVELOPMENT

18. Care Dorset's commercial review is progressing and is expected to provide valuable insight to inform future strategic discussions within Care Dorset and with Dorset Council. The review is helping to identify opportunities to strengthen long-term sustainability, maximise the organisation's contribution to Dorset's care system, and ensure alignment with evolving commissioning priorities. The findings will form an important component of the strategic discussions planned for the forthcoming Care Dorset Summit.

19. Planning has commenced for the development of the 2027/28 Business Plan. This will set out Care Dorset's strategic priorities, financial ambitions, and service development objectives for the coming year, ensuring continued alignment with shareholder expectations, contractual commitments, and the evolving needs of the communities served. The planning process will be informed by the outcomes of the commercial growth review, stakeholder engagement, and emerging system priorities.

CORPORATE GOVERNANCE

20. Recruitment for an additional Non-Executive Director is progressing well, with Care Dorset attracting a strong and diverse field of candidates. Interviews are scheduled to take place before Christmas, with the appointment expected to further strengthen the Board's skills, experience, and governance capacity particularly in the area of business development and growth.

OTHER POINTS TO NOTE

21. Positive planet bronze accreditation

    21.1. Care Dorset has been working with Positive Planet to establish a baseline understanding of its environmental impact and identify opportunities to reduce its carbon footprint. In recognition of this commitment, the organisation has achieved Positive Planet Bronze accreditation, demonstrating its progress in measuring, managing, and reducing carbon emissions. This milestone supports Care Dorset's broader commitment to environmental sustainability and responsible business practice.

22. ISO:45001 accreditation

    22.1. Care Dorset has successfully achieved ISO 45001 accreditation, the internationally recognised standard for occupational health and safety management systems. This accreditation provides independent assurance that the organisation has robust processes in place to identify, manage, and reduce workplace health and safety risks, supporting the wellbeing of colleagues, people we support, contractors and visitors. Achieving this standard demonstrates Care Dorset's commitment to fostering a positive safety culture, ensuring regulatory compliance, and driving continuous improvement in health and safety performance across the organisation.

APPENDICES

23. There are no appendices to this report.

BACKGROUND PAPERS

24. None.