



Care Dorset

# Care Dorset – Shareholder update report

## June 2023

# Who are we

## Our Board: Non-Executive Directors

Meet the Care Dorset Board



Non-Executive Director  
**Chris Brophy**



Non-Executive Director  
**Caroline Tapster**



Non-Executive Director  
**Nicola Rowland**



Non-Executive Director  
**Andrew Billany**



# Who we are

## Our Board: Executive Directors

Meet the Care Dorset Executive Team



Managing Director  
**Steve Veevers**



Operations Director  
**Emily Denham**



Finance Director  
**Paul Oliver**



HR Director  
**Chris Best**



What have  
we been up  
to since  
transfer?



# Tangible Impacts

## SOCIAL VALUE FOR DORSET COUNCIL

- SIGNIFICANTLY IMPROVED QUALITY OF CARE
- EXCELLENT PARTNERSHIP RELATIONSHIP WITH DORSET COUNCIL
- INCREASED RECRUITMENT
- RAPID DEPLOYMENT TO ASSIST NHS DISCHARGE OVER WINTER
- PERSON CENTRED CARE FOR PEOPLE WE SUPPORT
- PEOPLE CENTRED LEADERSHIP AND EMPLOYMENT
- SAFER SERVICES
- INVESTMENT IN LOCAL BUSINESS AND SUPPLIERS
- IMPROVED PAY OFFER TO COLLEAGUES

## FINANCIAL VALUE FOR FOR DORSET COUNCIL

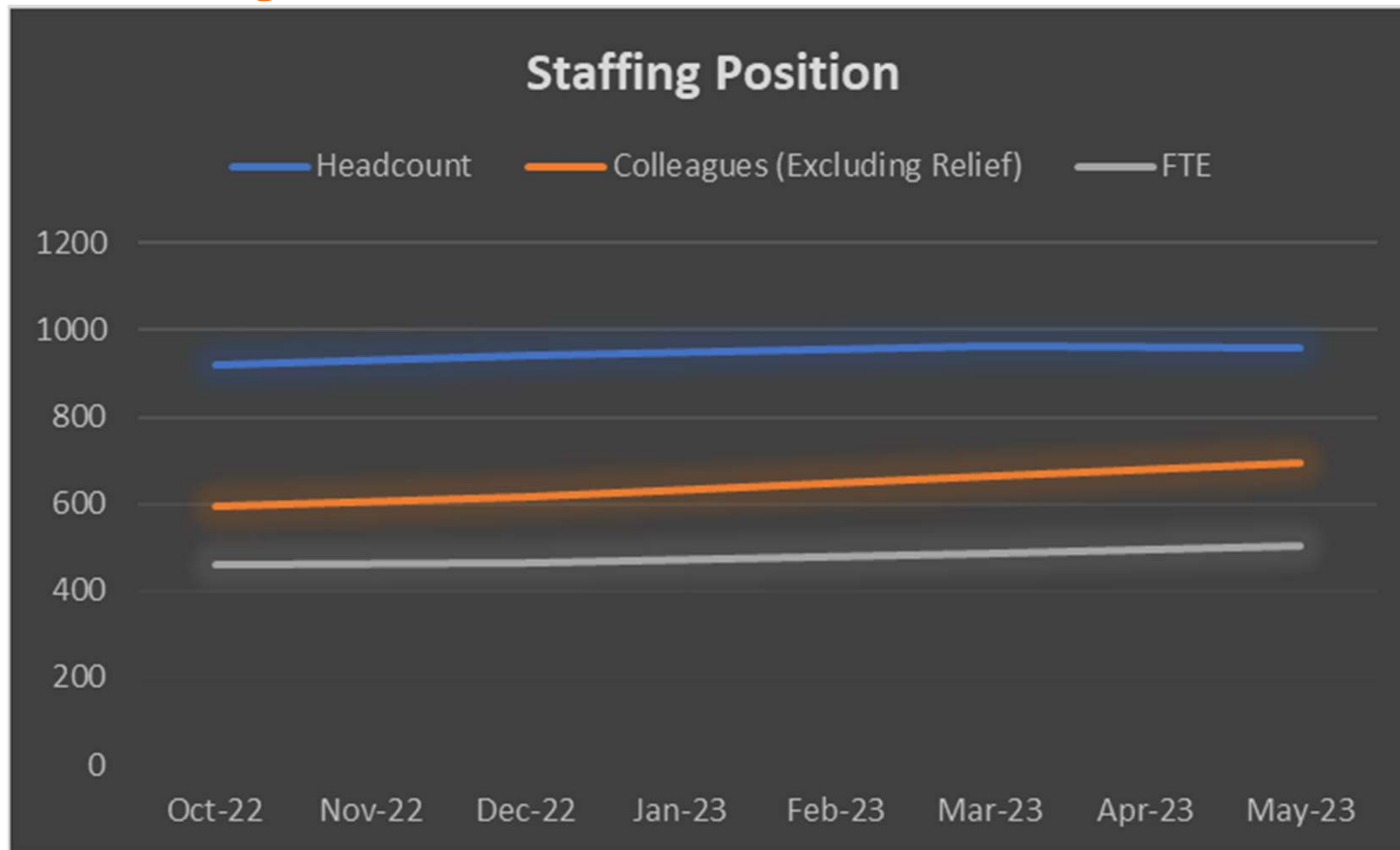
- HIGH QUALITY & AFFORDABLE SERVICES FOR COMMISSIONERS
- CAPITAL INVESTMENT IN IMPROVING PROPERTY
- GREATER EMPLOYMENT IN DORSET
- DELIVERY OF DORSET COUNCIL CABINET TRANSFORMATION SAVINGS
- INTERNALLY GENERATED GROWTH CAPITAL
  - CASTLEMAN PLUS REABLEMENT BUILDING AND CAPEX
  - EXTRA CARE HOUSING AND CAPACITY MAXIMISATION



Care Dorset

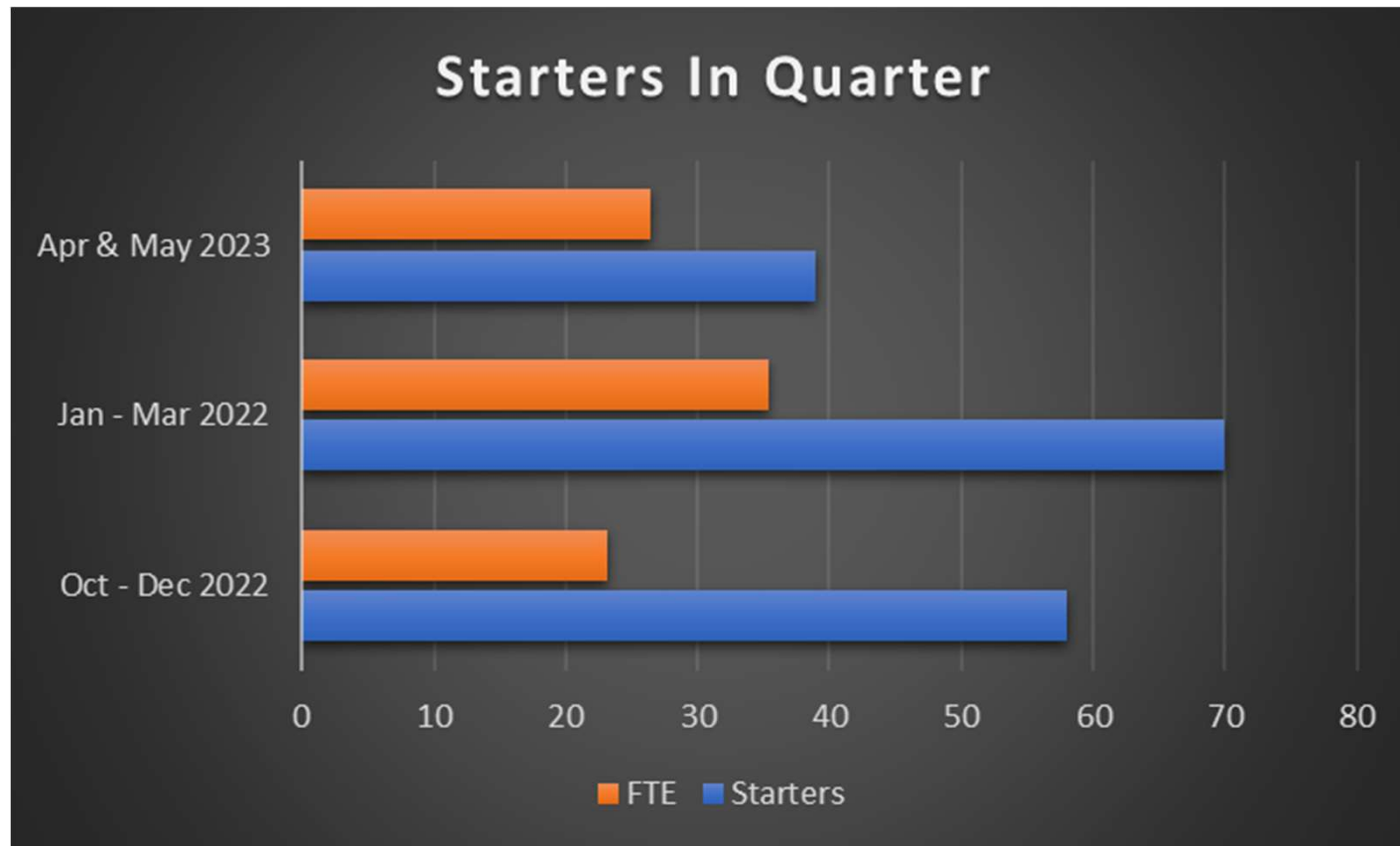


# Our Key Numbers



Care Dorset

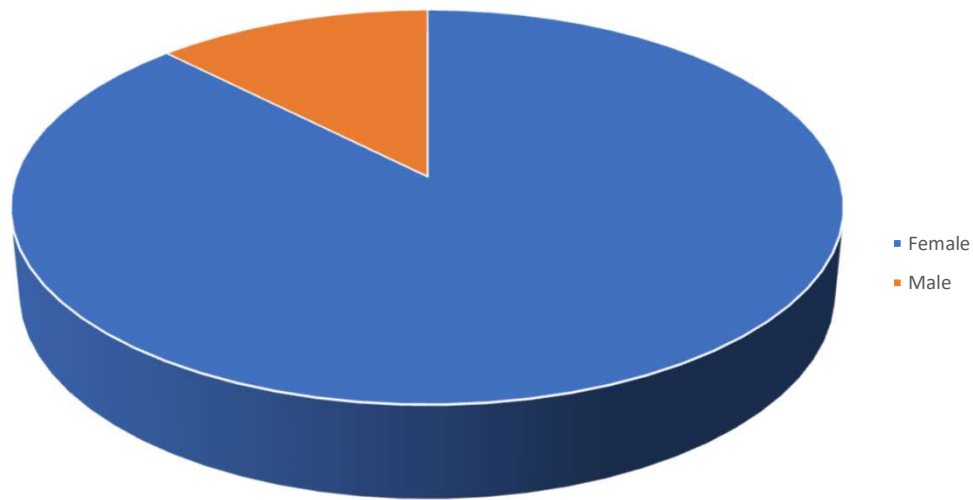
# Our Key Numbers



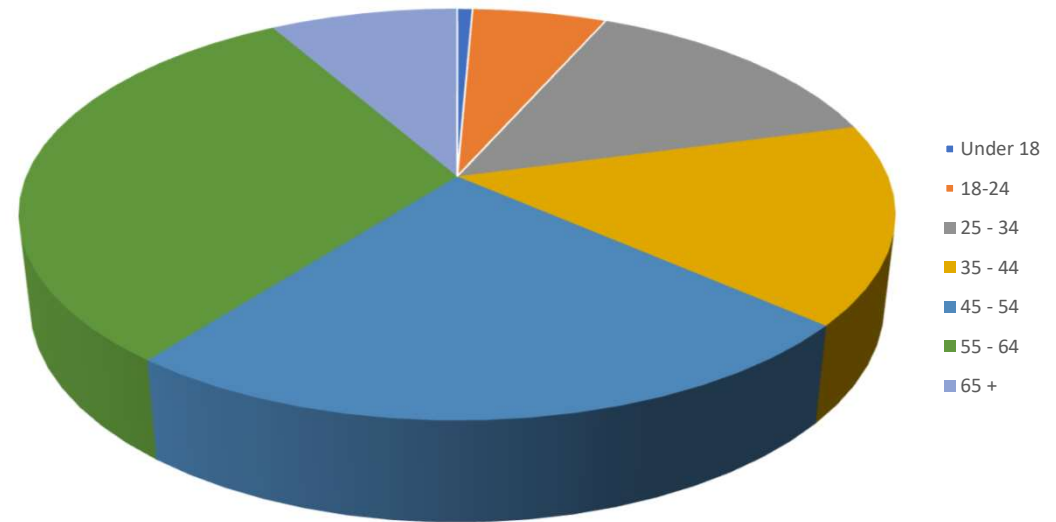
Care Dorset

# Our Key Numbers

No of Colleagues



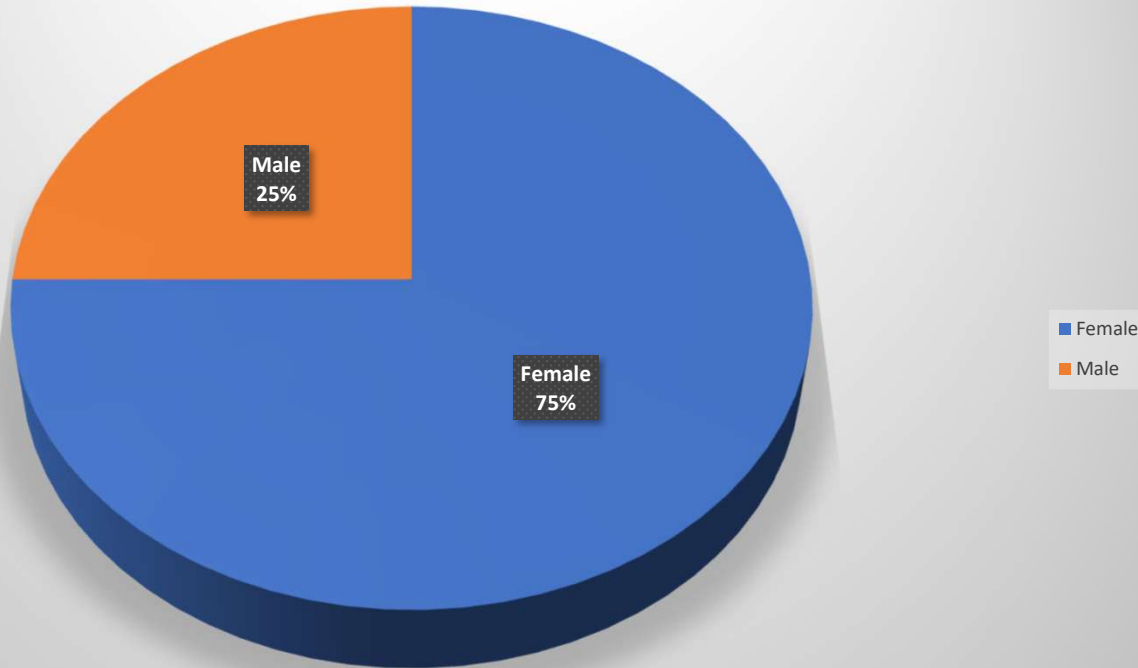
No of Colleagues





# Our Key Numbers

Head Office Gender Ratio



# Our Key Numbers



Executive Team Gender Ratio

# Our Key Numbers

## Referral Type by Month

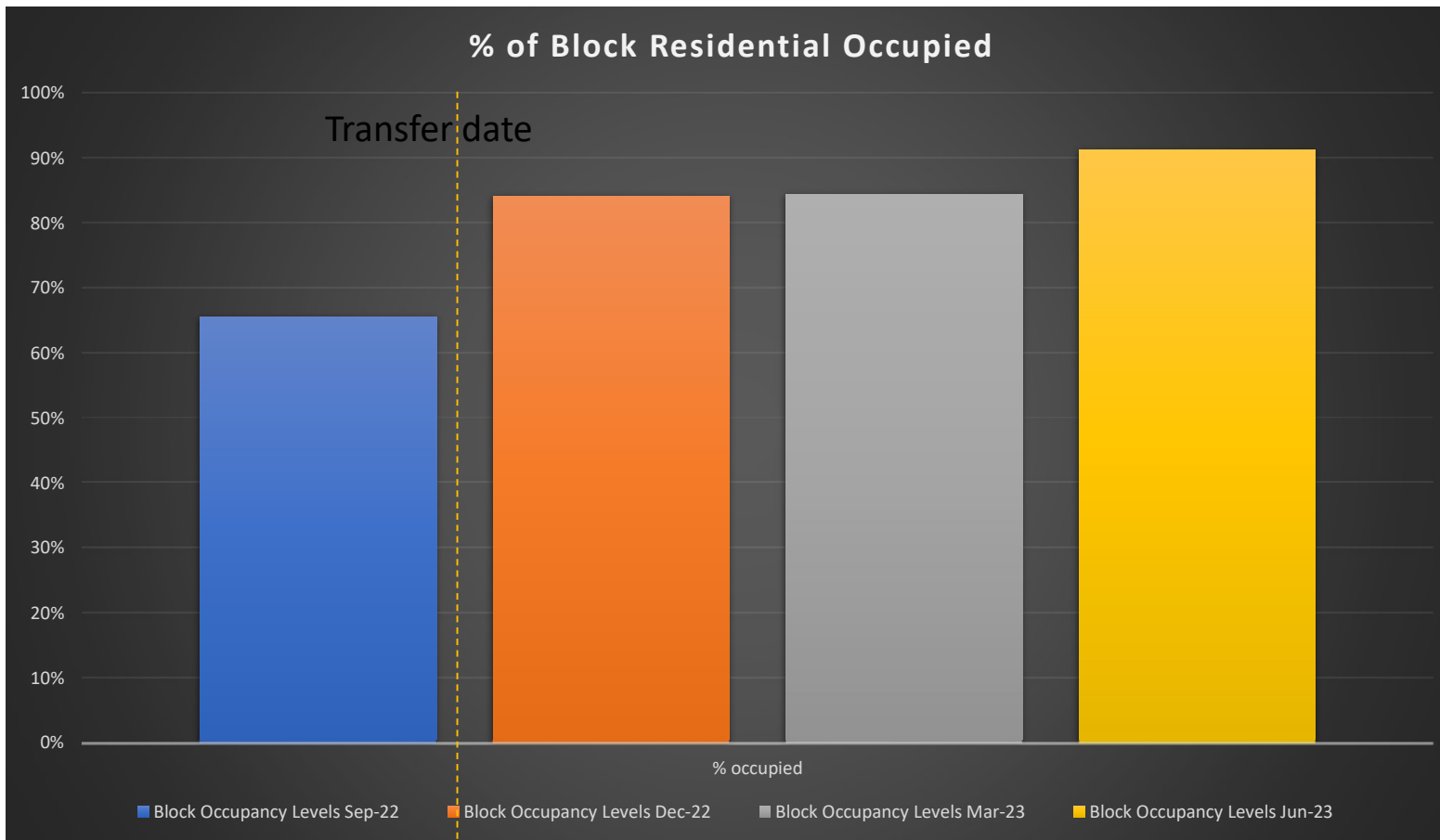
Date Referral Recieved (bins)	Dorset Brokerage	Hospital	Private	Total
January 2023	13	2	7	22
February 2023	23		6	29
March 2023	27		1	28
April 2023	27		5	32
May 2023	19		1	20
<b>Total</b>	<b>109</b>	<b>2</b>	<b>20</b>	<b>131</b>

# Our Key Numbers



Care Dorset

# Our Key Numbers

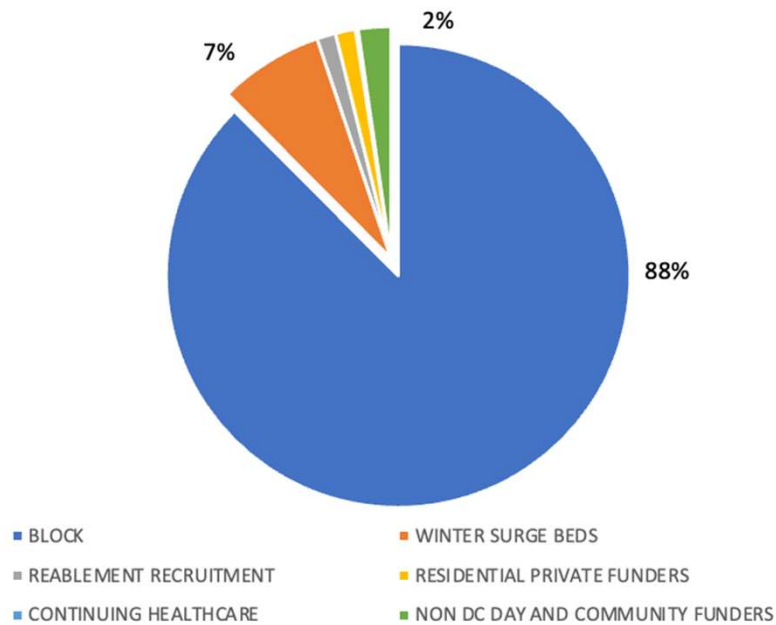


Care Dorset

# CARE DORSET REVENUE ANALYSIS



CHART 2 - REVENUE SOURCES



- BLOCK CONTRACT IS COST RECOVERY
- REABLEMENT BEDS INNOVATION AGREEMENT NOW SECOND LARGEST SOURCE
- TECKEL COMPLIANT

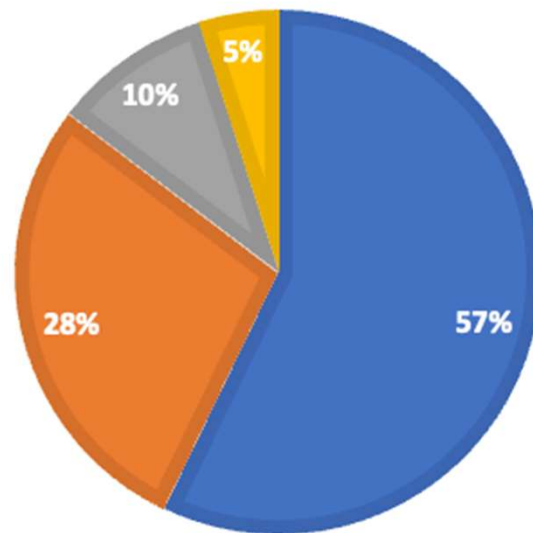


# CARE DORSET REVENUE ANALYSIS

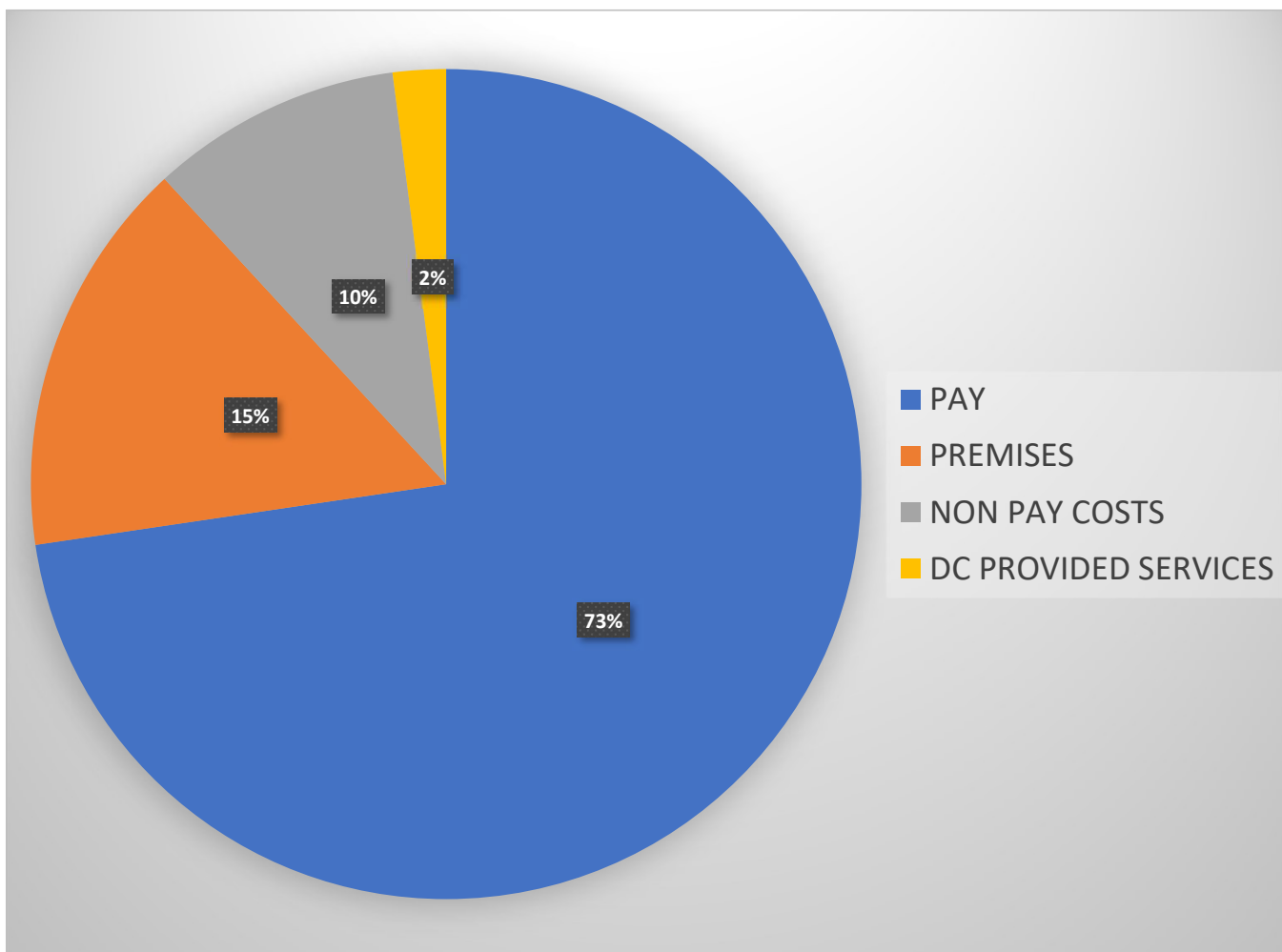


## REVENUE BY SERVICE

■ RESIDENTIAL ■ DAY OPPORTUNITIES ■ REABLEMENT ■ SUPPORTED LIVING

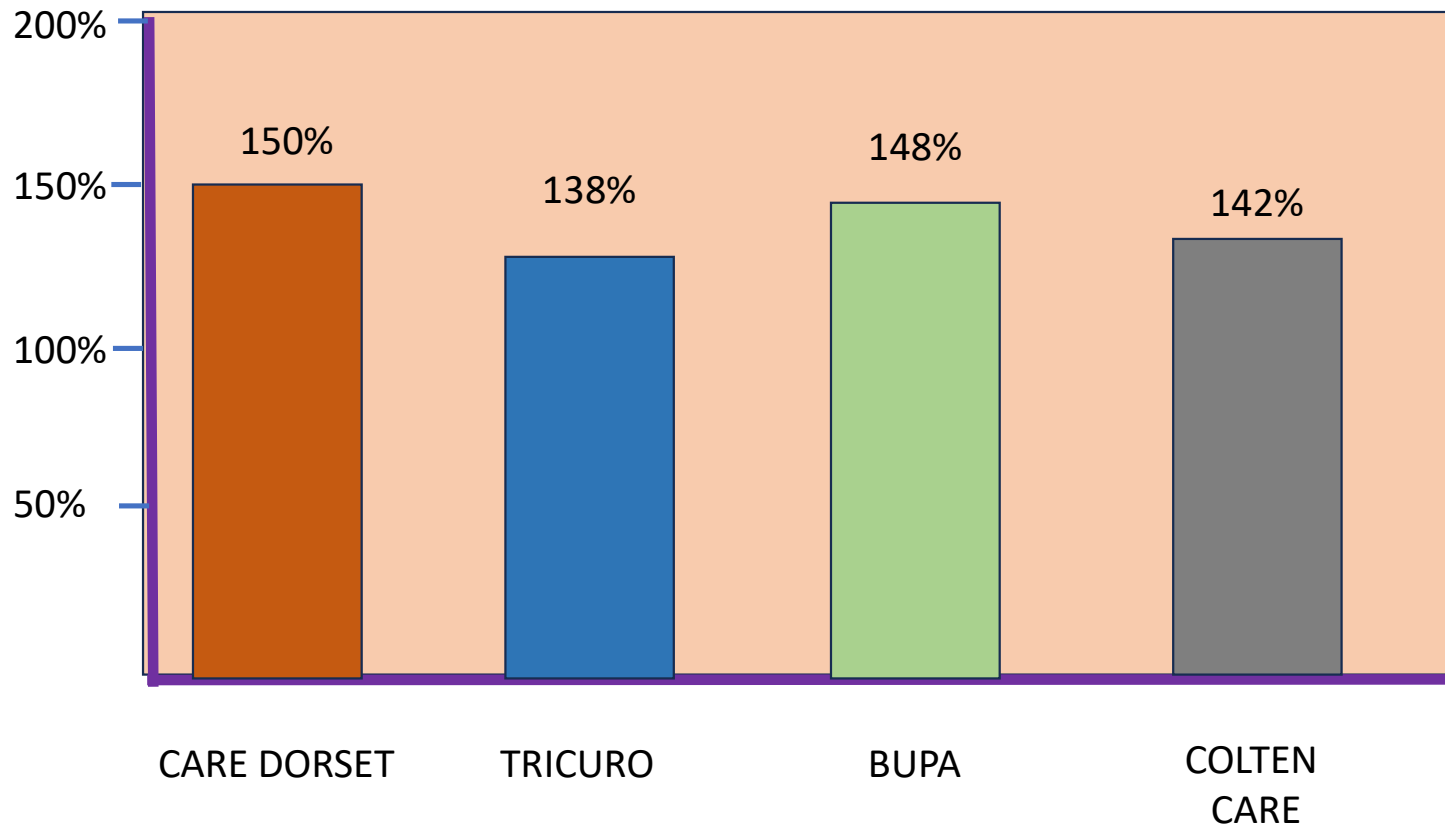


- RESIDENTIAL CARE AND DAY OPPORTUNITIES ARE MATURE BUSINESSES
- REABLEMENT IS A GROWTH BUSINESS
- BUT WILL NEED A VERY DIFFERENT SERVICE OFFERING



# CARE DORSET SERVICE COST ANALYSIS

# CARE DORSET WORKFORCE PRODUCTIVITY\*



\*REVENUE PER POUND OF PAY

# OVERHEAD COSTS – S&GA

- OPERATIONAL S&GA 8%
- CENTRAL OVERHEADS 12%
- TOTAL 20%
- 1% BETTER THAN BUDGET
- BENCHMARKS WELL – UPPER QUARTILE
- TOP 25% INTERNATIONALLY OF HEALTH AND SOCIAL CARE COMPANIES FOR COST OF DELIVERY

CHART 3 – SALES & GENERAL ADMINISTRATION BENCHMARKS

ABOUT US	AREAS OF EXPERTISE	CONTACT US			
Industry Sector			10% ile	Median	90% ile
Energy			2.65	8.13	28.84
Materials			4.04	10.04	25.02
Industrials			6.66	16.69	35.40
Consumer Discretionary			8.11	23.37	46.59
Consumer Staples			7.62	23.76	50.72
Health Care			12.77	42.32	79.26
Financials			19.73	39.71	51.79
Information Technology			13.61	35.50	73.61
Telecommunication Services			12.30	24.47	49.67
Utilities			3.84	16.41	38.31
Real Estate			3.66	8.66	25.72
<b>All sectors combined</b>			6.03	24.28	54.75

Source: Schonfeld and Associates Inc.

# Intangible as well – having a real life



caedorsetuk • Follow



Tim talked non-stop about his favourite football team, Aston Villa. He had the kit and he always watched them on TV, but he'd never been to a match. Until his support workers, Abi and Tyra, got him tickets to the Southampton game.

The hitch? They had tickets in the Southampton end and Tim wanted to wear his Villa kit. Cue last minute calls and finally a seat with Villa supporters.

A good carer is many things. Problem solver is just one of them.



6 likes

FEBRUARY 10



Add a comment...

Post



Care Dorset

# Intangible as well – Reablement







Recruitment is of particular success:

To June 2022 – 2116 Applications and 191 offers of employment

January 2023 – **214** applications alone and 19 starters!

Conversation rate of 15.26% - well above industry average



**Carer. Problem solver.  
Magic wand waver.**



Independent mock CQC inspections have happened at all locations

Service Improvement Plans are in place and being measures against

Much stronger managerial presence and support to colleagues and services

Risk are known, understood and being addressed

Validation of the decision to transfer contract

## Focus on Quality

Improving the lives of the residents of Dorset are why we are here





People focused

Integrity

Develop

Genuine

Team



**Our Values**

Who we are and what makes us tick..



Care Dorset

# So – What Next?





## 2 Focus areas for 2023

### Quality, Quality, Quality

The focus must remain on improvement the quality of the services to an acceptable standard.

Have a platform to then stretch into reaching the very best standards of quality.





## 2 Focus areas for 2023

### Organic and Targeted Growth

To be a successful business, we must be a growth business. This allows us to be more profitable and therefore invest in Dorset services

We are actively seeking out opportunities for organic growth (maximisation of our own capacity)

Also strategically taking targeted risks to grow (Reablement beds for NHS discharge and Extra Care Housing)







Care Dorset

This is a new independent living development being built in Gillingham. It will provide 55 one and two-bedroom apartments with communal facilities developed for people who need additional support as they get older, while living in a supportive, modern environment.

The model of support is based on a wide range of needs, including dementia, mental health, and learning disabilities, and is about working together to achieve greater independence, resilience, and social and community connection.

This is in line with how we want to provide care and support: prevent escalation in care and keep people out of care homes when they don't need to be there and have modern, supportive environments in which to work. St Martin's will be an excellent addition to Care Dorset and help us be a trusted provider for people's care in the Gillingham area.



## St Martin's ECH

Community Support in the Heart of Gillingham



Care Dorset

# Care Dorset

# Strategic risk management

# Care Dorset's approach to risk management

Care Dorset manages risk through an agreed set of principles and functional components. These components are:

- Risk principles
- Risk appetite statements (*these have not yet been developed by the Board of Directors*)
- Strategic risk register
- Department & project risk registers

Our **risk principles** serve as best practice risk management rules and are aligned to our delivery.

The principles are:

- We are risk aware
- We understand our risk appetite and opportunity
- We think about risks and opportunities
- We own our risks
- We respond proportionately

# Strategic risks

We have six strategic risk areas:

- Workforce
- Quality
- Regulation and governance
- Business development
- Reputation
- Finance and systems

Each strategic risk areas has several risk drivers (casual factors) which are associated with the strategic risk area.

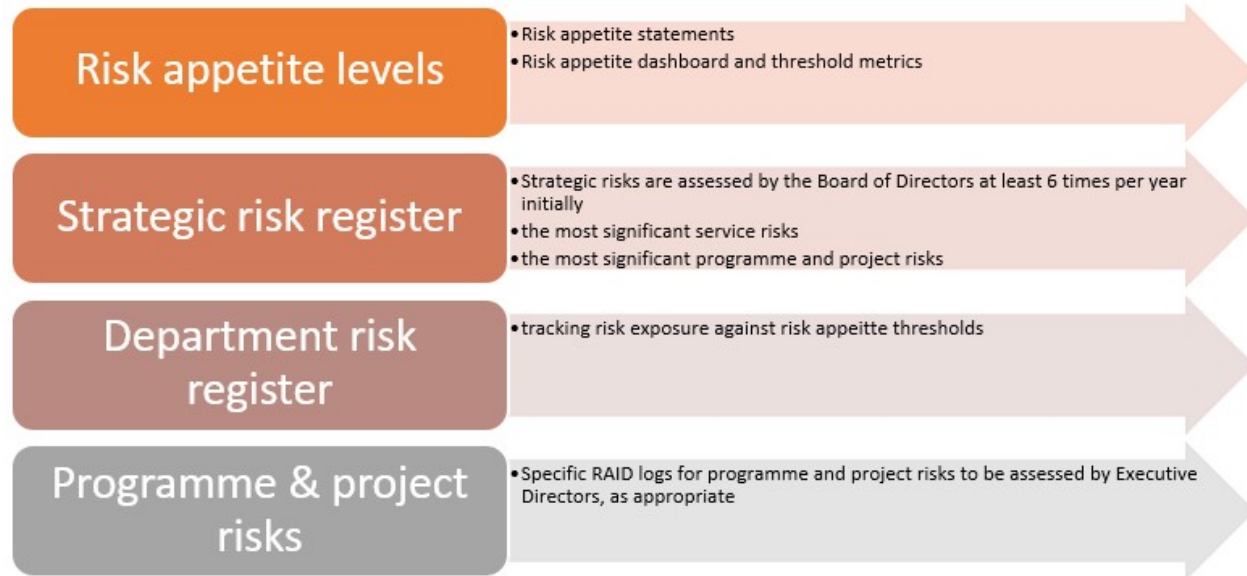
These are consistent with a provider in the social care sector and one which has been operating for less than a year.

Our strategic risk descriptions are as follows:

Risk title	Risk Rating and Main Mitigation
<b>Workforce</b>	<p>Red</p> <ul style="list-style-type: none"> <li>• Procurement of new learning management system (LMS) to enable improved online training content and accurate data recording &amp; reporting.</li> <li>• Robust &amp; regular internal communications &amp; engagement.</li> <li>• Development and implementation of a leadership development programme</li> <li>• Implementation of an agreed set of behaviours to accompany &amp; support organisational values.</li> <li>• Root and branch review of all core &amp; essential training</li> </ul>
<b>Quality &amp; service delivery</b>	<p>Red</p> <ul style="list-style-type: none"> <li>• Health and safety audits have been conducted across all sites.</li> <li>• Introduction of the Radar system to track &amp; monitor H&amp;S audit outcomes &amp; action plans.</li> <li>• Fire Risk Assessment, Fire Door Survey and Fire Door Action plan in place across all locations</li> </ul>
<b>Regulation &amp; governance</b>	<p>Amber</p> <ul style="list-style-type: none"> <li>• Service improvement plans (SIPs) in place for each registered location with regular monitoring by Ops Leads &amp; Quality Assurance</li> <li>• Rem Co overseeing appointment of directors who have the required experience</li> <li>• Quality Assessment Tool has been designed in line with the new Quality Statements – Roll out has started June 23</li> </ul>
<b>Reputation</b>	<p>Amber</p> <ul style="list-style-type: none"> <li>• Regular meetings with the all stakeholders confirmed for 2023 (Commissioner, Shareholder, CQC, wider stakeholders)</li> </ul>
<b>Business development</b>	<p>Green</p> <ul style="list-style-type: none"> <li>• Business Development function and growth target in place</li> </ul>
<b>Finance and systems</b>	<p>Amber</p> <ul style="list-style-type: none"> <li>• Establishment of robust access and financial controls</li> <li>• Introduction of preferred suppliers list to support VFM and Quality controls.</li> </ul>

# Strategic risks

Each strategic risk area has a series of risk drivers which contribute to the overall strategic risk, but are monitored throughout the organisation down to department and project level.









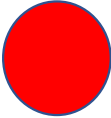
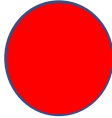








Care Dorset

# SUMMARISED MANAGEMENT ACCOUNTS YEAR TO DATE APRIL 2023

**UNAUDITED CARE DORSET HOLDING LIMITED MANAGEMENT ACCOUNTS  
FOR INTERNAL MANAGEMENT USE ONLY**



# ON TRACK FINANCIAL PERFORMANCE

Outturn for 7 months ended 30 April 2023	OUTTURN B/(W)		YTD	FORECAST
	£M	£M		
REVENUES	16.0	0.5		
PAY	11.5	0.3		
PROPERTY	2.5	(0.6)		
NON PAY OVERHEADS	1.5	(0.1)		
NET PROFIT (PRE-TAX)	0.2	0.1		
LABOUR REVENUE PRODUCTIVITY	1.4	0.1		
SALES & GENERAL ADMINISTRATION	20%	1%		

ALL FIGURES £000s UNLESS SPECIFIED

	YEAR TO DATE OUTTURN	BETTER /(WORSE) THAN BUDGET
<b>REVENUES</b>	16,002	551
<b>PAY</b>	11,471	203
<b>PREMISES</b>	2,445	(603)
<b>NON PAY COSTS</b>	1,546	(25)
<b>DC PROVIDED SERVICES</b>	326	-
<b>TOTAL COSTS</b>	15,787	(425)

<b>OPERATING PROFIT</b>	<b>215</b>	<b>126</b>
-------------------------	------------	------------

## CARE DORSET YEAR TO DATE OUTTURN

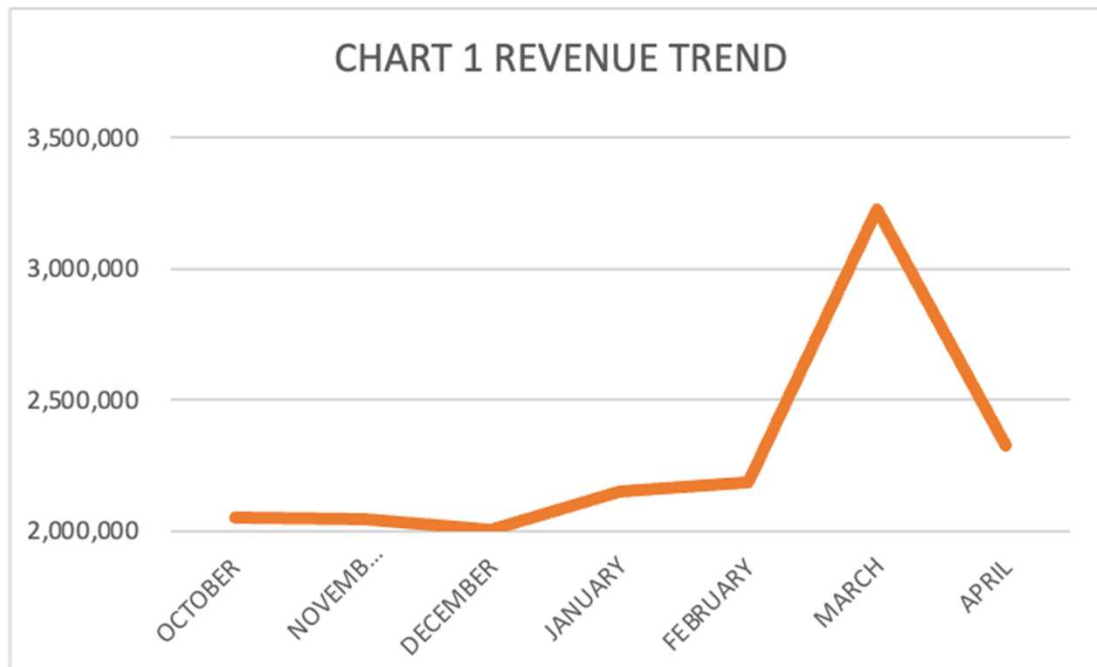
# CARE DORSET PERFORMANCE TO 30 APRIL 2023



ALL FIGURES £000s UNLESS SPECIFIED

	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	YEAR TO DATE OUTTURN	BETTER /(WORSE) THAN BUDGET
<b>REVENUES</b>	2,053	2,047	2,006	2,154	2,188	3,225	2,329	16,002	551
<b>PAY</b>	1,376	1,424	2,124	1,362	1,576	2,021	1,589	11,471	203
<b>PREMISES</b>	350	370	370	384	360	526	227	2,445	(603)
<b>NON PAY COSTS</b>	158	83	83	54	509	464	196	1,546	(25)
<b>DC PROVIDED SERVICES</b>	47	47	47	47	47	47	47	326	0
<b>TOTAL COSTS</b>	1,930	1,923	2,623	1,847	2,492	3,058	1,915	15,787	(425)
<b>OPERATING PROFIT</b>	123	124	(617)	308	(303)	167	413	215	126

# CARE DORSET REVENUE TRENDS



- STEADY GROWTH
- REABLEMENT BEDS INNOVATION AGREEMENT
- DELIVERING CABINET PAPER HEALTH MARKET BENEFITS

ALL FIGURES £000S	YEAR TO DATE 30 APRIL 2023						
	RESIDENTIAL	HAVING A LIFE	REABLEMENT & SUPPORTED LIVING	CENTRAL	TOTAL	BUDGET	BETTER/ (WORSE)
PAY	5,903	2,743	1,939	887	11,471	11,674	203
PREMISES	1,620	825	-	-	2,445	1,841	(603)
NON PAY COSTS	288	109	75	1,074	1,546	1,521	(25)
DC PROVIDED SERVICES	-	-	-	326	326	326	-
<b>TOTAL COSTS</b>	<b>7,811</b>	<b>3,677</b>	<b>2,014</b>	<b>2,286</b>	<b>15,787</b>	<b>15,363</b>	<b>(425)</b>

## CARE DORSET SERVICE COST ANALYSIS

# BALANCE SHEET

	£000'S
<b>FIXED ASSETS</b>	-
<b>CASH</b>	<b>5,661</b>
<b>DEBTORS</b>	<b>50</b>
<b>CURRENT ASSETS</b>	<b>5,711</b>
<b>CREDITORS</b>	<b>3,014</b>
<b>HMRC</b>	<b>2,482</b>
<b>CURRENT LIABILITIES</b>	<b>5,496</b>
<b>NET ASSETS</b>	<b>215</b>
<b>SHAREHOLDERS FUND</b>	<b>215</b>

- CREDITORS ARE HMRC DUE VAT REGISTRATION DELAY AND DORSET COUNCIL RENT, UTILITIES AND MANAGEMENT FEES
- MORE THAN OFFSET BY CASH AT BANK
- INVESTMENT IN REABLEMENT BEDS FINANCED FROM OWN RESERVES IN COLLABORATION WITH DC COMMISSIONER