

Shareholder Committee for Care Dorset Holdings Ltd

7 October 2024

Commissioners' Update

For Review and Consultation

Cabinet Member and Portfolio:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Executive Director:

J Price, Executive Director of People - Adults

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Report Status: Public

Brief Summary:

This update presents the developments on the part of the Council relevant to Care Dorset. This report summarises significant developments in the 3-4 months since the last Shareholder Committee.

Recommendation:

1. For Committee to note the continued progress made in development of the relationship between Commissioners and Care Dorset.
2. For Committee to note the priority areas being addressed and plans in place to further develop Care Dorset priorities in line with Dorset Council 'A Better Life' Commissioning Strategies.

Reason for Recommendation:

Care Dorset is a key part of delivering the Council's 'Commissioning for A Better Life' strategies, and for improving the quality and sustainability of the care and support delivered to adults in Dorset.

1. Introduction

1.1 This report provides an update on work with Care Dorset since the last Shareholder Report, and relevant developments in the wider commissioning landscape.

2. Contract and service specification development

2.1 The contract for the delivery of services by Care Dorset continues to be developed. The specifications have been reviewed and, where relevant, aligned to the Dorset Care Framework specifications so that there is consistency in the commissioning of Care Dorset and the wider market. Final agreement on cost and volume is being worked through.

2.2 Alignment of the Care Dorset financial year to the Council's financial year to aid financial planning for both organisations.

2.3 Work has been undertaken to ensure that there are development plans included in the specifications, where there is an identified need to work to improve services to meet the requirements. Discussions between Commissioners and Care Dorset continue to focus on ensuring that there is alignment between the Business Plan for the company and these development requirements.

2.4 In terms of thinking about the development of the company, commissioners are starting to relate to the company more clearly on to a broad framework that sees the company beginning to exit the first phase of its journey, focusing on turnaround of the service offer that it has inherited. Then the 5-year strategy begins to shape a more ambitious future for the development phase of the company, describing a longer-term horizon for its commercial maturity. The diagram below gives a sense of this thinking.



- Day centre restructure
- Staffing model in residential to enable greater acuity
- Therapeutic reablement
- New supported living
- New extra care

- Deeper efficiency in operations and market competitiveness
- Reablement centres under construction: SGH & Damers Rd – and preparing for operations
- Harnessing new emerging opportunities, esp. WAA (further supported living)
- Self-funder offer embedded and developing

- Self-sustaining for capital development and renewal
- Full use of Teckal 20% flexibility
 - Out of county contracts
 - Self-funder business

3. Significant service developments since the last report

Sidney Gale House

- 3.1 The process for supporting residents of Sidney Gale House into new accommodation and support was a strong example of close working between Care Dorset and various teams, both operational and commissioning, within the Council. West Locality team ensured that reviews were undertaken of the support needs of the residents; brokerage supported in finding alternative placements in the Bridport area; Care Dorset were able to support a number of people to move to their other homes, continuing under our block contract. Around half of the residents of the home remained with Care Dorset. We continue to review those residents to ensure that their needs are being well met in their new homes.
- 3.2 Sidney Gale House is now ready for demolition, and the process commenced for project managing the rebuild of the home. This will be part of the Council's programme of building new reablement and recovery centres, and it is likely that Sidney Gale House will be the first to open under that programme. A report to Cabinet later in October will set out an overview of that process, for agreement.

Extra care housing at St Martin's, Gillingham



- 3.3 Construction of St Martin's House, Magna Housing's new 55-apartment Extra Care housing development in Gillingham, North Dorset, was achieved in September. This follows final sign-off of the environmental performance of the buildings.
- 3.4 Magna Housing, Care Dorset and the Council are now finalising the furnishing, fittings and staff orientation. New residents of St Martin's House are expected to begin moving into their new homes around the middle of October.

Day services

- 3.5 On 9 September 2024, Cabinet agreed a new model for the delivery of day opportunities to Dorset residents. As the main deliverer of commissioned day services in the county, this will have significant impact on the services delivered by Care Dorset. The intention, set out in the report, is to reduced the reliance on building-based services (where currently the cost of running the buildings is significant relative to the number of people attending), and to improve the diversity, flexibility and responsiveness of the day opportunities offer.

- 3.6 The next stage is to take the conversation into localities and towns around Dorset, as part of formal consultation on service changes. This will be done hand-in-hand between the Council and Care Dorset. It represents an opportunity to work with people who draw on support, colleagues in Care Dorset and other services, and the wider community to think creatively about how best to support people with needs for care and support to spend rewarding time in their communities.

4. Finance

- 4.1 As part of finalising the contract, work continues on the resolution of outstanding past matters relating to rental costs, as well as the future contract base, taking account of new and changed services, including the temporary removal of contract income for Sidney Gale House.
- 4.2 The Council is entering a challenging financial period, with significant pressures on adult social care budgets in the remainder of this current year and continuing into the next Medium Term Financial Plan period. Commissioners are looking to the company to support where possible, and to work together to find the optimum balance between giving the company sufficient resource to develop the quality and capacity of its services, but whilst also looking at opportunities to find efficiency in delivery which can support us to meet the overall financial challenge.

5. Developing the Council's adult social care commissioning strategy

- 5.1 For the Shareholder's information, in the context of the development of the company's 5-year strategy, there will be a forthcoming update of the Council's commissioning strategies. It is planned that November's Cabinet will receive a proposed new Council Plan, and the update of the commissioning strategies is intended to build upon this, together with updates on progress and developments of some of the existing priorities.

6. Financial Implications

- 6.1 No specific decisions are requested from this report; as such, there are no specific financial implications raised by this report. Work continues to ensure that we have a contract for the services with Care Dorset which represent good value for money.

7. Natural Environment, Climate and Ecology Implications

- 7.1 There are no specific implications raised by this report. The work underway on day services, as well as the change to Sidney Gale House, present

opportunities to improve the environmental efficiency of Care Dorset's estate and operations.

8. Well-being and Health Implications

- 8.1 The services described, and their journey of improvement, are significant contributors to the maintenance and improvement in the health and wellbeing of people who draw on support.

9. Other Implications

- 9.1 No other implications identified.

10. Risk Assessment

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

11. Equalities Impact Assessment

- 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 Cabinet report on A New Model of Day Opportunities.
Item 16 - [Agenda for Cabinet on Tuesday, 10th September, 2024, 6.30 pm - Dorset Council](#)

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)