

Care Dorset Shareholder Committee

29 June 2026

CARE DORSET UPDATE

For information and assurance

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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.