

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

Appendix 1 - Report from the Interim Managing Director of Tricuro



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1. Purpose of Report

- 1.1 This report will update and inform the BCP Council Scrutiny Committee on the position in respect of the management and status of services provided on behalf of BCP by Tricuro. It will also provide further information on the management and effect of the Covid Pandemic on services and a position statement, following shareholder approval at ESG in June, on our service modernisation which have become our transformation plan. An update relating to quality improvement, safety and safeguarding is also included with associated action plan enclosed, as is a financial position statement

2. Background

- 2.1 Tricuro provides a portfolio of seventeen services on behalf of BCP Council. The service portfolio is made up of day services, reablement and residential / nursing care. The contract value is £18.7M and we currently employ approximately 590 staff to meet the contract requirements.

3. Covid – 19

- 3.1 The UK lockdown introduced by the Government in response to the pandemic took place two weeks into being appointed. During those first two weeks we worked closely with our commissioning colleagues from BCP Council and DC through daily calls in the planning of activity and management of the C-19 virus. This resulted in the early closure to all our residential homes to visitors, with the exception of crucial deliveries and NHS staff, and the temporary closure of our day services. These early decisions, made prior to government guidance, almost certainly helped manage and contain the risk and save lives.
- 3.2 It was evident that having not just an operational but also a strategic response to the virus was likely to be intrinsic to its safe management.
- 3.3 The following decisions and actions were put in place within the first few weeks:
- Weekly Monday morning C-19 briefing / actions review meeting with the Senior Leadership Team
 - Review of all business continuity plans – Operations Lead
 - Develop PPE strategy and system to order, distribute and maintain supplies and accessibility of PPE across the service
 - Review of infection control policies / procedures
 - Improve links with PHE (Dorset)
 - Development of Internal and external communications including web page and allocate named lead
 - Develop quick response capability to government guidelines
 - Review operational management structure
 - Decision to recruit Interim Op's Director to lead operations response
 - Identify two named locality leads to work with each respective LA in developing strategies and plans for the safe support of people who attend day services
 - Develop new policies and procedures re visiting and risk assessment
 - Review staff support strategies and access to mental health first aid and other resources

- Develop weekly Tricuro Cares to celebrate actions being taken by individual staff and clients and also use as a way to keep staff informed
- Worked across Dorset with respective partners in developing PPE sourcing and distribution network.
- Weekly status brief to commissioners on C-19 incidences with follow-up meeting
- Close working with respective commissioners in pandemic management plans including consideration of alternative resources.
- Working with families and clients to consider support needs and how best to maintain contact which led to an increase of the use of assistive technology
- Greater emphasis on strength based models of Intervention
- Renewed focus on personalised care

3.4 As with all providers of care the pandemic has been hugely challenging but our staff, at all levels have acted with professionalism and agility in their efforts to keep vulnerable people safe. This includes some staff residing within the units rather than going home and risk spreading the virus.

3.5 Throughout the period we kept a log of decisions made which we use as a 'lessons learnt' for our SLT. We have used this to plan for the second wave to ensure our responses continue to keep people safe and adhere to both good practice and government guidelines, and this is reviewed at our weekly SLT and supported by our Monday morning C-19 SLT status briefing.

3.6 Strategically we recognise that some of the changes, particularly in day services, have brought about opportunities to do things differently. We are working with our commissioning and locality colleagues as part of our transformation in developing new ways of working in this area as described below.

4. Services Provision under the Current Contract

- 4.1 Tricuro currently provides a portfolio of seventeen services on behalf of BCP Council.
- 4.2 Residential services for frail elderly clients and those with Alzheimer's or dementia. Some provision for adults learning disabilities, and supported living at Leven House for working age adults with Mental Health issues.
- 4.3 We also provide a total of nine day service type resources. This includes a kitchen project concerned with supporting adults with a learning disability which is based in a local School providing up to 350 hot meals a day.
- 4.4 Some of the buildings currently in use for day service would not be judged as being fit for purpose, and any more suitable alternatives to how day services are delivered in the future may need to consider the suitability of some of the current provision in its thinking.

5. Residential Care

- 5.1 Many of the buildings in which we provide residential care are old and would require significant capital investment. The majority of the current provision does not provide

what would be deemed standard, such as en-suite facilities. The use of mobile hoists is compromised, and the geographical layout means that a higher level of staffing is required due to the lack of visual opportunities. Whilst care ratings have been assessed as good from CQC for all our residential care homes, this does not reflect some of the challenges these environments pose.

- 5.2 We understand that there is an over provision of residential care locally and support the council's strategic intent to have fewer people admitted to long term residential care and instead given an opportunity to live more independently within the community.
- 5.3 During the 2019/20 financial year, BCP Council completed the purchase of MD Care and passported the operating of Fairways Care Home to Tricuro on 30th September 2019. It has been identified that some building improvements are required and we are working through this with BCP Council to ensure we maximise the use of the building going forwards.
- 5.4 A move to greater use of supported living or extra care housing has proved to be very successful in other parts of the country and allowed people not only to become tenants of their own home but also increased opportunities for them in the community; this and the move from what people can't do to a focus on what they can via a strength based way of working is welcomed by Tricuro, and we would be keen to work with our Council colleagues through our mutual transformation plans to explore how our services can make this transition utilising the skills set and experience our staff have.
- 5.5 The Covid pandemic has enabled us to work with commissioners in considering the future utilisation of some of our homes. Coastal lodge is being used by social care and health partners as a step-down facility enabling speedier discharge from hospital with a potential for an isolation unit should community hospitals get blocked subject to CQC approval.
- 5.6 We have also offered vacant beds across our residential / nursing provision as step-down resource if required. These beds will be supported by our reablement team to help people regain the skills required to return safely home.

6. Day Services

- 6.1 Historically our day services have been predisposed to building based offer care. The pandemic has enabled us to work more closely with BCP Council locality teams and commissioners in providing new opportunities to support clients and family carers in the community. Whilst the need for a building based service is essential for some people with high complex needs, an outward looking offer provides opportunities for vulnerable adults to access other services the community has to offer with the level of support they personally require being provided by Tricuro.
- 6.2 At the height of the pandemic we were able to provide regular calls, and in some instances visits to vulnerable adults and their respective carers. Since the relaxing of the of the first lockdown we have worked with commissioners, clients, carers and locality teams and are providing emergency day respite and services to our most

vulnerable clients whilst ensuring we abide by strict government guidance. We have also continued to provide a service to clients and carers whereby attending a day service is not deemed as essential. This includes using technology to remain in contact and as required occasional visits or prior to the latest lockdown trips out.

- 6.3 We have utilised technology to link people with familiar friendship groups so important social contact can remain in place and developed ways whereby people have been able to utilise their time creatively with support via video link.
- 6.4 The pandemic has highlighted the potential for clients attending traditional day services. By embracing the personalisation agenda and a strength based approach, with the use of some technology the opportunities for vulnerable adults can expand along with their confidence and skills.
- 6.5 We are committed to continuing to work with BCP Council through its commission teams and respective localities in ensuring that day service opportunities for those that need it remain high quality, personalised and forward thinking, and used as a way to maximise independence and opportunities.

7. Reablement Services

- 7.1 During the height of the pandemic the reablement service continued to support hospital discharges and people within their own home. Our staff worked flexibly to ensure that the service continued to be offered where and when needed.
- 7.2 More recently our reablement team has integrated into the Single point of access team to provide improved response times and the feedback has been very positive. We are developing the service further to enable better reablement support into intermediate care beds within Tricuro to help support and return people back home sooner. This should provide better flow across the system and ease some of the delayed discharges from the acute hospitals.
- 7.3 Our reablement service is working closely with all partners as part of a more integrated pathway and the feedback we have received has been very positive. Our managers and staff are embracing different ways of working and their skill-set is being recognised as a key element in returning people home and maximising independence.

8. Quality Assurance, Safeguarding and Safety

- 8.1 As noted earlier, within this report there was a lack of experience and expertise at senior operational management level. This included the absence of a director of operations able to inform and influence at executive level.
- 8.2 As with all provider organisations we have experienced some safeguarding issue, however its important to note that we maintain our a CQC rating of good in all of our residential homes. We are keen to continually improve and have worked very closely with the BCP Council safeguarding team in ensuring knowledge, skills, understanding and practice of safeguarding is improved and that all staff from

executive down are trained in recognising safeguarding and are able to report and act appropriately.

- 8.3 We have undergone a thorough review of quality, safety and safeguarding practices across all services and developed a comprehensive action plan key actions include:
- Introduction of Safeguarding leads for all services
 - Ongoing scrutiny of mandatory training attendance
 - Review of corporate and team induction
 - Introduction of team manager competency schedule
- 8.4 The safeguarding and safety of all our clients takes precedent over all other considerations and we have been robust in identifying and brining in supportive ways to improve performance across our services, recognising that a cultural shift in understanding and practice is necessary in some instances
- 8.5 Reporting of incidents has improved significantly as has areas such recording on the Nourish system and general hydration/ nutrition awareness.
- 8.6 We will be introducing a revised supervision framework which will focus on reflective and evidence based practice to help monitor how good practice is being embedded. This will be further supported by a review of our QA team and framework.
- 8.7 The feedback we have recently received from our commissioning and safeguarding colleagues at BCP has been very positive with regard to the refreshed focus given to safeguarding awareness and practice

9. People Strategy

- 9.1 As with all employers our greatest asset is our staff and it is incumbent upon us to ensure they are well supported to do their respective jobs. We rely on a well trained healthy workforce that is able to flex and meet the demands of the job. We have identified a number of areas which require greater focus to deliver the above intent. There has been for a number of years issues with levels of sickness absenteeism. Recruitment has been problematic and neither has had a strategic plan to manage the challenges effectively. Other areas which we recognise need greater emphasis is learning and development, supervision and appraisal and Induction. These themes now form part of our emerging People strategy.
- 9.2 We are in the process of developing a cross cutting people strategy for Tricuro which includes the following domains:
- Communication and engagement
 - Recruitment – Selection - and retention
 - Review of Supervision and Appraisal
 - Equality and Inclusion
 - Sickness and Absence Management
 - Health and wellbeing
 - Succession planning

Learning and Development

- Statutory training
- Mandatory training
- Apprenticeships
- Leadership and professional development

Induction

- Corporate Induction
- Team / Service Induction – Personal development logs

- 9.3 This is a comprehensive piece of work which is owned by the whole senior leadership team and will be supported by named leads and respective delivery groups headed by our HR and corporate leads. Work has already begun on the recruitment strategy and had some early success in how we advertise and process potential candidates and reducing the time between application to appointment from months to weeks. We are doing more work with managers and staff on the issues around managing absence whilst the full strategy is being developed.
- 9.4 A review of our training offer is underway as is the corporate and team inductions. We are confident that the people strategy will bring about sustained and measurable improvement in all domains.

10. Transformation

- 10.1 Our business / Modernisation strategy was approved at ESG in June this year. The strategy took full account of BCP Council and Dorset Council's respective strategic plans and has a focus on the personalisation agenda with a strength based approach to service delivery. Our aim, much like that contained within fulfilled lives document, is to maximise independence by keeping or returning people to their own homes within the community. This intent applies to those in receipt of day services as much as residential.
- 10.2 We have worked closely with our commissioning colleagues in the development of our plans and have in place a joint Transformation board to approve respective project initiation plans to ensure full compliance with strategic aims and objectives. As stated earlier within this report, we have taken advantage in learning from the closure of some services and capitalised on the opportunities it presented in doing things differently.

Day Services

- 10.3 Day service provision within Tricuro has shown in recent months due to the Covid-19 pandemic, that having a more community and outward looking focus can bring about new opportunities and improved outcomes for vulnerable adults by encouraging and supporting people to use community based leisure, education and other facilities that most of us take for granted.
- 10.4 The points below are being considered in partnership with our commissioning colleagues as part of the emerging thinking. This shows both the intent and extent

of the modernisation through transformation taking place to meet the strategic aims of the Council in its aim to maximise Independence through a more personalised approach.

10.5 Day Services:

- will operate as part of a whole system offer (with other partners), that provides a rehabilitative, recovery and preventative approach of care including for people at risk of, with, or recovering from clinical depression, severe anxiety, states or psychosis, some of whom are within the care of the Mental Health Service. As part whole system.
- as part of risk management for people who may be at risk of self- neglect or abuse.
- to help manage the risk for some people who are mainly at home for large parts of the day and, for example, may have dementia and be at risk of wandering; or people may attend a day service because they have been advised that this is in their best interest or to provide their carer with some respite. A person must consent to go to a day service.
- Provide opportunities to access community focused activities which will enhance independence, learning and or career opportunities

10.6 Key Objectives to be considered with BCP Council colleagues:

- To adopt a community focused approach to delivery that supports clients to access a range of alternative personalised opportunities within the community.
- To reduce the use of traditional building-based provision.
- To adopt a service model that places a greater emphasis on independent living by focusing on the opportunities, based on a person's skillset, to achieve greater control over their life.
- To ensure that there is the provision of education / employment opportunities that will encourage individuals to work for themselves or with others for reward.
- To ensure that there is easy access to health - based activities that promote a client's health and wellbeing by staying fit and remaining healthy.
- To use digital technology in our service provision e.g. to prevent isolation.
- To reduce the unit cost of the service realising savings to the core care contract.

10.7 We will continue to work in full collaboration with our commissioning colleagues from BCP Council to ensure all decisions and plans are set against and fully support the Fulfilled lives intent and priorities.

Digital Strategy

- 10.8 Tricuro has suffered from a lack of a strategy for digital technology and has been unable to keep pace with the opportunities provided with the digital change other service providers have taken advantage of, to their benefit. This (amongst other reasons) has led to Tricuro services being seen as dated.
- 10.9 We have recognised these issues and conducted a digital maturity assessment. This shows our recent engagement with our key stakeholders around digital development of Tricuro services, making progress towards a more digitally mature company. However, it also evidences key deficiencies in our strategic approach, culture and use of technology, further evidencing the need for change.
- 10.10 Some of our key challenges are:
- Limited in the range of digital service we can offer in comparison to our competitors
 - Having to use multiple systems to manage our clients and workforce which don't naturally share data
 - Having a lack of adequate hardware/software and the right skills in the right place to digitally transform our services
 - Our partnership working and project management with our ICT providers must improve and become far more collaborative if we are to successfully digitally transform.

Aims

- 10.11 Our service outcomes are to enhance and support the strategic intent of the Councils fulfilled lives initiative. Effective digital evolution will differ in the following four sectors depending on the needs of each Individual:
- Day Services
 - Residential services
 - Reablement services
 - Corporate Function

Day Services:

Outcome 1 - Digital Service Transformation - Becoming Digitally Agile

- Day services transform from buildings based to community-based presenting new challenges, to address these challenges we will create a digitally agile environment, this means:
- We will take digital first approach to confronting challenges
- When we identify an opportunity for a digital solution, we will move to exploration of options quickly.
- We will look at real world examples and take our cues from other care providers alongside novel or innovative ideas.

- 10.12 These principles will shorten the time from "idea to implementation", creating greater responsiveness
- 10.13 The adoption of digital solutions provides opportunities to explore new service delivery models - for example - digital life skills trainers, digital wellbeing checks or Zoom based day services
- 10.14 Stakeholder coproduction is a key component of digital service design, taking a strengths-based and whole system approach to digital day services
- 10.15 To link with BCP Smart Place Initiative and ensure compatibility and a joining up to support our joint initiatives.
- 10.16 Digital workforce:
- Services have digital champions, supporting clients and staff members with their personal digital journey.
 - Staff are supported with training, access to resources and capacity to develop the skills need to become effective digital operators,
 - Staff have the skills and the resources to guide clients to the right digital solution for them
 - Staff can support clients and their respective carers with digital support, providing a holistic approach to digital wellbeing.

Residential Services

- 10.17 The Digital Home:
- All residential services are equipped to accept any smart home technology
 - Smart home/assistive tech is actively and regularly considered as a way of:
 - Supporting independence
 - Creating safer spaces
 - Improving client outcomes
- 10.18 Within older people's services there is one room set up as a smart home tech room, complete with latest assistive tech for demonstrating to clients and their families how technology can be used. This will be supported with video tours to further overcome barriers to inclusion.
- 10.19 Older people's services can provide clients and families with signposting to supportive smart home technology should they wish to self-fund. Should a client self-fund smart home assistive tech the service will assist with installation and ensure it is available to be used by the client.
- 10.20 Digital Wellbeing:
- Digital wellbeing becomes part of the initial assessment criteria and is incorporated into a client's support plan upon referral into a residential service.
 - Residential services include digital wellbeing and consider digital solutions as part of the regular client review process

Reablement

- 10.21 Through the introduction of People Planner, the new rostering system that replaces HOCAS, efficiencies will be found across the county wide reablement system. It is likely that a figure of ~£100k could be found within the management and support structure with further, harder to quantify, efficiencies being found in front line delivery.
- 10.22 It is anticipated that any efficiency savings will be reinvested in additional front-line capacity to further support the joint health/social care pathway.

Co-Production

- 10.23 Tricuro commits itself fully to coproduction during its digital transformation. We will actively pursue coproduction opportunities with all key stakeholders however we will particularly focus on working with:
- Our clients, carers and families
 - Our staff members
 - Our shareholders
- 10.24 The transformation programme will provide opportunities for co-production, particularly key will be the oversight and signposting provided by the joint Transformation Board alongside the fortnightly Implementation Management Group, providing opportunity for coproduction with shareholders, people who use our service, families and carers.
- 10.25 We recognise that we have a responsibility as a council owned business to help support and contribute to the efficiencies and savings required in these challenging times, and, identifying real saving potential through the transformation programme whilst difficult to quantify is an absolute requirement as we continue to work with our BCP Colleagues on the shaping and delivery of our modernisation through the Transformation programme.

11. Financial Position

- 11.1 Contract Price:
- 11.2 On 1st April 2019 BCP Council was formed, services from the former Borough of Poole Council, Bournemouth Borough Council and the Christchurch area of Dorset County Council became BCP's share of Tricuro.
- 11.3 BCP holds 50% of the voting rights in Tricuro (via its 5 members of the Executive Shareholder Group) and a profit-sharing ratio of 44%.

| | DCC | Bournemouth | Poole | Dorset Council | BCP | Total |
|---|--------------|-------------|-------------|-------------------|-------------------|-------------------|
| Pre-LGR contract price (2018-19) | 27,784,300 | 9,938,100 | 2,006,600 | - | - | 39,729,000 |
| Bournemouth to BCP | | - 9,938,100 | | | 9,938,100 | - |
| Poole to BCP | | | - 2,006,600 | | 2,006,600 | - |
| DCC to Dorset | - 22,174,200 | | | 22,174,200 | | - |
| DCC to BCP (Christchurch) | - 5,610,100 | | | | 5,610,100 | - |
| Total | - | - | - | 22,174,200 | 17,554,800 | 39,729,000 |
| Contract adjustments 2019-20 (budgeted) | | | | - 809,400 | - 561,100 | - 1,370,500 |
| Total | | | | 21,364,800 | 16,993,700 | 38,358,500 |
| Contract Adjustments 2019-20 (in-year) | | | | | | |
| Addition of Support Living | | | | 1,712,400 | | 1,712,400 |
| Addition of Fairways care home | | | | | 1,501,700 | 1,501,700 |
| Total | | | | 23,077,200 | 18,495,400 | 41,572,600 |
| Contract adjustments 2020-21 (budgeted) | | | | 770,000 | 361,400 | 1,131,400 |
| 2020-21 base contract price | | | | 23,847,200 | 18,856,800 | 42,704,000 |
| Contract adjustments 2020-21 (in-year) | | | | | | |
| CST restructure (part year saving) | | | | | - 150,000 | - 150,000 |
| 2020-21 Current contract price | | | | 23,847,200 | 18,706,800 | 42,554,000 |

11.4 During the financial year 2019/20 BCP concluded the acquisition of MD Care and passported Fairways Care Home into Tricuro's care contract. This increased the contract value by a further £1.5M and increased the overall income by £2.4M due to the addition of 24 private beds for Tricuro to sell to the wider market.

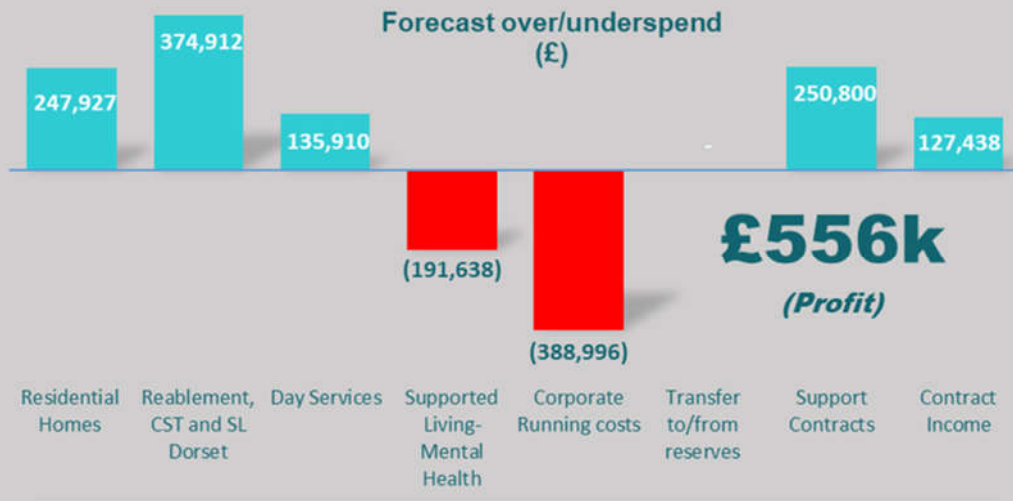
11.5 During the current financial year, we have completed a restructure of the Community Support Team realising £150k of in year savings (£250k full year effect from April 2021).

12. Financial Results

12.1 In 2019/20 Tricuro made £556k post-tax profit increasing its retained earnings to £1.99M, as shown below:

Final Outturn 2019/20 year-ending 31/03/2020

For the year ending 31st March 2020, Tricuro made a post-tax profit of £556,343. Revenue was £42.3M, Cost of sales £32.4M giving a gross profit of £9.9M. Gross profit ratio was 23.4% and Profit Before Interest and Tax (PBIT) was 1.6%. Tricuro increased its retained earnings from £1.44M to £1.99M.



Revenue

Revenue grew by x from 2019. This was due to two new services commissioned by Dorset and BCP Councils, a contract uplift to cover inflationary cost increases and a significant increase in private sales.



Post-Tax Profit

Revenue grew by x from 2019. This was due to two new services commissioned by Dorset and BCP Councils, a contract uplift to cover inflationary cost increases and a significant increase in private sales.

Post-Tax Profit
(£k)

£556k

£397k increase
249% growth



Retained Earnings

Revenue grew by x from 2019. This was due to two new services commissioned by Dorset and BCP Councils, a contract uplift to cover inflationary cost increases and a significant increase in private sales.

Retained Earnings
(£M)

£1.99M

£556k increase
38% growth



13. Income Generation

- 13.1 One of the key reasons to launch Tricuro was to generate additional income, that would not be possible whilst these provider services were run directly within the Local Authorities. However, during the 2016/17 budget setting phase, the drastic cuts to the revenue support grants within all three shareholders shifted the focus to short term measures and cost control. Little investment was available to develop these services and be able to plan large scale income generation.
- 13.2 Despite this, in November 2017 Tricuro opened its doors to trade with private fee payers (after agreement from ESG). The first area for private sales was within day services, utilising additional building space/capacity and other management costs/overheads (sunk costs) allowing strong margins. Since then, several beds have been released from the residential stock within the block contracts and reablement teams have sold private hours to limit the impact of block contract reductions and improve overall efficiency in their operations.
- 13.3 Companywide, these sales have grown from a monthly average of £12k in the first quarter of trading to a monthly average of £120k by March 2019 and £197k by the end of the last financial year.
- 13.4 For BCP Council area services, in 2019/20 private sales totalled £718k, providing significant additional contribution to overheads and generating profit with which to support BCP's block contract price.
- 13.5 Further opportunities may be realised with the agreement of commissioners and ESG with the exploration of utilising voids for the use of the NHS through options provided through dual registration. This could be particularly useful in utilising vacant beds as the Council progresses with its fulfilled lives strategy in utilising the resource for the whole system whilst bringing income from an alternative funding source. This could also potentially help with the over provision of residential beds across the system and the under provision of nursing beds.

14. Summary

- 14.1 The development of Tricuro in 2015 oversaw the transfer of a number of services into its operating portfolio. Many of these services had maintained a delivery model which at the time of transfer appeared safe and able to meet the requirements at the time. The onset of the Care Act in 2014 and the Implementation the following year brought about significant changes in how Social Care should be delivered. Central to this is the person centred care or personalisation and a renewed focus on prevention. Tricuro's offer in light of these changes altered very little and did not necessarily capitalise on the benefits these changes could have on its clients, families and staff.
- 14.2 Whilst the company can demonstrate financial sustainability it would be difficult to match this with service sustainability without fully embracing the personalisation agenda through our modernisation / transformation programme.

- 14.3 The modernisation of our services is coupled with renewed efforts to work in close collaboration and partnership with our colleagues at BCP Council. Our strategy needs to be your strategy and having regular open dialog through our Transformation board and delivery groups is proving beneficial to all concerned and ensured compliance and synergy with the BCP Council adult services strategic direction
- 14.4 Modernisation is likely to bring about other business opportunities which should increase income and therefore the dividend to shareholders. Any opportunity will be discussed and shared openly with our partners at BCP Council prior to any plans developing.
- 14.5 The lack of Operational Social care expertise at executive level is being addressed and the review of the management structure has proven to be very positive.
- 14.6 Despite our modernisation agenda our main priority remains the quality and safety of residents and our Improvement strategy / plans are bringing about systemic changes in what we do and how we do it. These changes will be supported by the emerging people strategy which will contribute to the necessary cultural changes required to bring about sustained improvements.
- 14.7 The Covid Pandemic has demonstrated a number of positives. The workforce and executive can work with agility and creatively with all stakeholders in managing services safely at a time of national and local crisis. It is able to quickly learn and embrace new ways of working with the right leadership in place.
- 14.8 Tricuro is demonstrating a consistent ability to embrace the personalisation agenda through a more strength based delivery and engage and support vulnerable people and their families in partnership with BCP Council colleagues in new and innovative ways of working and receiving care.
- 14.9 Our modernisation and joint transformational approach demonstrate a willingness and capacity for systemic change across our service portfolio as has our determination and plans to utilise technology in pursuit of person centred care to maximise independence.
- 14.10 Tricuro has had some challenges over recent years but it is a company fully recognising and addressing its issues whilst embracing positive change to be fit for the future.

Graham Wilkin
Interim Managing Director
Tricuro