



Health and Wellbeing Board

Date: Wednesday, 18 June 2025
Time: 2.00 pm
Venue: Meeting Room 1, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 5)

Steve Robinson (Chair), Patricia Miller (Vice-Chair), Clare Sutton, Gill Taylor, Paula Bennetts, Jan Britton, Paul Dempsey, Stewart Dipple, Margaret Guy, Nicholas Johnson, Martin Longley, Rachel Partridge, Jonathan Price, Brad Stevens and Simone Yule

Interim Chief Executive: Sam Crowe, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services
Meeting Contact 01305 224185 - george.dare@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda. If you would like to attend this meeting and have any specific requirements please contact the Democratic Services Officer named above.

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Agenda

Item	Pages
1. APOLOGIES	
To receive any apologies for absence.	
2. ELECTION OF CHAIR	
To elect a chair of the Health and Wellbeing Board for the year 2025-26.	
3. ELECTION OF VICE-CHAIR	
To elect a vice-chair of the Health and Wellbeing Board for the year 2025-26.	

4. MINUTES

5 - 10

To confirm the minutes of the meeting held on 19 March 2025.

5. 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.

6. 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 Microsoft 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.** For further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to DemocraticServices@dorsetcouncil.gov.uk by 8.30am on Friday, 13 June 2025.

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.

7. 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 DemocraticServices@dorsetcouncil.gov.uk by 8.30am on Friday, 13 June 2025.

[Dorset Council Constitution](#) – Procedure Rule 13

8. URGENT ITEMS

To consider any items of business which the Chairman 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. WORK PROGRAMME 11 - 14

To consider the Health and Wellbeing Board's work programme.

10. FUTURECARE PROGRAMME UPDATE 15 - 24

To consider a report by the Strategic Health and Adult Social Care Integration Lead.

11. DRAFT PLACE BASED PARTNERSHIP PROSPECTUS 25 - 36

To consider a report of the Head of Service Planning, Public Health.

12. STRATEGIC ALLIANCE FOR CHILDREN AND YOUNG PEOPLE - ANNUAL REPORT 2024/25 37 - 82

To consider a report by the Service Manager for Strategic Partnerships.

13. BETTER CARE FUND: 2024/25 END OF YEAR REPORTING TEMPLATE & 2025/26 PLAN

To consider a report by the Head of Service for Commissioning for Older People and Home First.

A report, appendices, and an exempt appendix are to follow.

14. EXEMPT BUSINESS

To consider passing the following recommendation:

Recommendation

That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in item(s) No 12 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph(s) 3 of Part 1 of schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

The public and the press will be asked to leave the meeting whilst the item of business is considered. (Any live streaming will end at this juncture).

Reason for taking the item in private

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).



HEALTH AND WELLBEING BOARD

MINUTES OF MEETING HELD ON WEDNESDAY 19 MARCH 2025

Present: Cllr Steve Robinson (Chair), Cllr Clare Sutton, Cllr Gill Taylor, Paula Bennetts, Margaret Guy, Rachel Partridge, Julia Ingram and Brad Stevens

Apologies: Patricia Miller, Jan Britton, Paul Dempsey, Stewart Dipple and Jonathan Price

Also present: Cllr Sally Holland and Cllr Chris Kippax

Also present remotely: Cllr Alex Brenton, Cllr Carole Jones and Cllr Jane Somper

Officers present (for all or part of the meeting):

Andrew Billany (Corporate Director for Housing), George Dare (Senior Democratic Services Officer), Alice Deacon (Corporate Director for Commissioning and Partnerships), Mark Tyson (Corporate Director for Adult Commissioning & Improvement) and Natasha Morris (Team Leader Intelligence)

Officers present remotely (for all or part of the meeting):

Laura Cornette (Business Partner - Communities and Partnerships), Louise Ford (Strategic Health and Adult Social Care Integration Lead), Sarah Howard (Deputy Director of Modernisation and Place), Sarah Sewell (Head of Service - Commissioning for Older People and Home First) and Judith Dean (Director of Transformation)

40. **Apologies**

Apologies for absence were received from Jonathan Price, Paul Dempsey, Jan Britton, Patricia Miller, and Chief Supt. Stewart Dipple.

41. **Minutes**

The minutes of the meeting held on 24 November 2024 were confirmed and signed.

42. **Declarations of Interest**

No declarations of disclosable pecuniary interests were made at the meeting.

43. **Public Participation**

There was no public participation.

44. **Councillor Questions**

There were no questions from councillors.

45. **Urgent items**

There were no urgent items.

46. **Integrated Care System - Future Care Programme**

The Strategic Health and Adult Social Care Integration Lead introduced the item and gave a presentation to the Board, outlining the progress of the Future Care transformation programme. The presentation is attached as an appendix to these minutes.

The Vice-Chair of Healthwatch Dorset informed the Board that Healthwatch was asked to find out the experiences of patients who are discharged from an acute into a community setting.

Clarification was given about the role of Integrated Neighbourhood Teams, which was to support care in the community. Whereas the FutureCare programme was about which setting was the best place for someone to receive care.

The Board noted the progress with the Future Care Transformation Programme.

47. **Place-Based Partnership Update**

The Acting Director of Public Health updated the Board on developing the Place-Based Partnership. The Place-Based Partnership would be an opportunity to help deliver the strategic priorities on the Integrated Care Partnership and Health and Wellbeing Strategies. The next Health & Wellbeing Board meeting would have a report with a draft prospectus for the Place Based Partnership, setting out how it would operate in the Dorset Council area.

The Corporate Director for Adult Commissioning and Improvement said that the Communities for All council priority and a refresh of the adult social care strategy would be developed at a similar time to the Place Based Partnership, so it was important in ensuring coherence between them.

A representative of NHS Dorset gave endorsement for developing the Place Based Partnership.

The Board noted the update.

48. **Better Care Fund 2023-25: Quarter 3 2024-25 Reporting Template**

The Head of Service for Commissioning for Older People and Home First introduced the item and gave a presentation outlining the key points from the report. Three of the four performance metrics were on target, apart from the target for 'Falls'. The Better Care Fund plan for 2025-26 was being developed, and it included new objectives.

A member asked why there had been less community demand for rehabilitation and support at home. Officers advised that more people had been admitted to hospital in this period, and it was expected to go back to the normal levels.

Proposed by Cllr S Robinson, seconded by Cllr C Sutton.

Decision

That:

1. The Better Care Fund (BCF) Reporting Template be endorsed for:
 - Quarter 3 2024/25 approved under delegated authority.
2. The 2025/26 Better Care Fund policy guidance and work underway to develop new plans, be noted.

49. Integrated Neighbourhood Teams

The Director of Transformation, Dorset Healthcare, and Deputy Director of Modernisation and Place, NHS Dorset, introduced the item and gave a presentation outlining the development of Integrated Neighbourhood Teams. The presentation is attached as an appendix to these minutes.

Integrated Neighbourhood Teams had statutory services, however there was also a role for voluntary and community sector organisations. The pilot model in Weymouth and Portland had good links with the voluntary sector, however the Integrated Neighbourhood Teams followed a logic model which motivated and empowered staff to connect with individuals and communities which improved health outcomes.

Each Integrated Neighbourhood Team would have a leadership team made up of representatives for primary care, Dorset HealthCare, mental health, physical health, and links to the local authority.

The Corporate Director for Commissioning and Partnerships considered how the Health & Wellbeing Board helps to bring workstreams together which then identifies opportunities for linking work.

The Vice-Chair of Healthwatch Dorset updated the Board on how Integrated Neighbourhood Teams were developing in the Swanage and Purbeck area. There would be opportunities to create strong links between the local family hubs and Local Alliance Group.

A member raised the importance of engaging communities early in the development of Integrated Neighbourhood Teams, to ensure they are aware of the benefits of the teams, rather than parts of it. There were good opportunities for community activation and developing an activation tool.

The Board endorsed the approach to implementing Integrated Neighbourhood Teams.

50. Joint Strategic Needs Assessment Update

The Team Leader for Intelligence introduced the Joint Strategic Needs Assessment (JSNA) Update. The update had been scoped and developed over the past year, using data from a range of sources.

A member asked how the JSNA would be used with other programmes of work, such as Integrated Neighbourhood Teams and the Future Care Programme. In response, the Board was advised that the JSNA could be used as an evidence base for programmes of work. The JSNA is also a statutory duty of the Board which then contributes to the Board's strategies.

The Board noted the progress on the Children and Young People's Joint Strategic Needs Assessment.

51. Right Care Right Person

The Corporate Director for Adult Care introduced the report, which provided reassurance for the Board on the implementation of Right Care Right Person. The model was operationally live from April 2024. The model did not change police intervention when there was a risk of harm, however there were changes around welfare concerns, walking out of hospital, and transportation for mental health act assessments. The Safeguarding Adults Board and Safeguarding Children Partnership, as well as the Strategic Alliance for Children and Young People, ICB, and Police and Crime Panel have oversight over aspects of the work.

There were no questions or comments from members.

52. Work Programme

The Board noted the work programme.

53. Exempt Business

There was no exempt business.

Duration of meeting: 2.00 - 3.31 pm

Chairman

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Health and Wellbeing Board **Work Programme**

Meeting Date: 18 June 2025

Report Title	Description	Lead Officer	Cabinet Member(s)	Other Information
Strategic Alliance for Children and Young People – Annual Report 2024/25	Annual report on progress against the Children, Young People and Families Plan 2023-33	Richard Belcher – Service Manager for Strategic Partnerships	Cllr Clare Sutton – Cabinet Member for Children’s Services, Education and Skills	
Draft Place Based Partnership Prospectus	Feedback on the draft Place-Based Partnership prospectus	Rachel Partridge – Acting Director of Public Health	Cllr Steve Robinson – Cabinet Member for Adult Social Care	
Better Care Fund: End of Year Reporting Template	Endorsement of the 2024/25 End of Year Reporting Template and the 2025/26 Plan	Sarah Sewell, Head of Service for Older People, Home First, and Market Access	Cllr Steve Robinson – Cabinet Member for Adult Social Care	
FutureCare Programme Update	Progress update on the FutureCare programme.	Louise Ford – Strategic Health and Adult Social Care Integration Lead	Cllr Steve Robinson – Cabinet Member for Adult Social Care	

Meeting Date: 24 September 2025

Report Title	Description	Lead Officer	Cabinet Member(s)	Other Information
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FutureCare Programme Update	Progress update on the FutureCare programme.	Louise Ford – Strategic Health and Adult Social Care Integration Lead	Cllr Steve Robinson – Cabinet Member for Adult Social Care	
Better Care Fund Quarterly Reporting Template	Endorsement of the Better Care Fund quarterly reporting template.	Sarah Sewell, Head of Service for Older People, Home First, and Market Access	Cllr Steve Robinson – Cabinet Member for Adult Social Care	
Place Based Partnership Prospectus	Approval of the final Place Based Partnership Prospectus	Rachel Partridge – Deputy Director of Public Health	Cllr Steve Robinson – Cabinet Member for Adult Social Care	

Meeting Date: 19 November 2025

Report Title	Description	Lead Officer	Cabinet Member(s)	Other Information

Meeting Date: 18 March 2026

Report Title	Description	Lead Officer	Cabinet Member(s)	Other Information

Meeting Date: Unscheduled items

Potential Item	Description	Lead Officer	Cabinet Member(s)	Other Information
Tobacco control work and switching to vaping	Update on tobacco control work in hospitals and the Swap to Stop programme.		Cllr Gill Taylor – Cabinet Member for Health and Housing	
Integrated Neighbourhood Teams Development	Continued oversight by the Board on the development of Integrated Neighbourhood Teams.			
Physical Activity Strategy	Review of the Physical Activity Strategy.			

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Health and Wellbeing Board

18 June 2025

Integrated Care System – Future Care Programme

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

Report Author: Louise Ford

Job Title: Strategic Health and Adult Social Care Integration Lead

Tel: 01305 224021

Email: louise.ford@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

Last summer, partners from across the Dorset Health and Care system agreed a system-wide programme to improve urgent and emergency services across Dorset and the procurement of a transformation partner to support this work. Dorset Council has led this procurement on behalf of the system and positive progress is already being seen across the FutureCare Programme. In particular, the average length of stay for people waiting to be discharged from a hospital bed on the trial wards has reduced from a 4-week average of 9.9 days on 7th April 25 to a 4-week average of 8.1 days on 5th June 2025. Work is underway to reduce lengths of stay in community hospitals and at University Hospitals Dorset (UHD) and so the programme is on track to support Dorset residents spending more than 63,000 more days at home next year, rather than in a hospital bed. This report provides an update on work undertaken so far.

Recommendation: That the Health and Wellbeing Board recognises the progress made to date and reaffirms its support for the programme.

Reason for Recommendation: To confirm the support of the Dorset Health and Wellbeing Board to progressing to the next phase of the programme.

1.0 Introduction

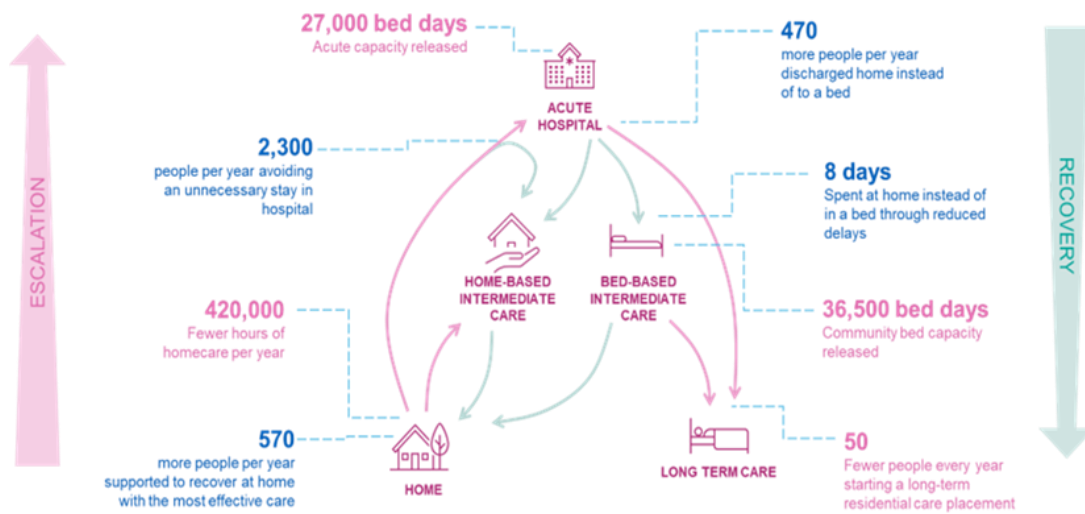
- 1.1 The Health and Wellbeing Board has received regular reports on the progress of the FutureCare Programme since the urgent and emergency care pathway diagnostic completed in the autumn of 2024 and the FutureCare transformation programme mobilised in January 2025.
- 1.2 This report provides an update on the early outputs from the programme and the work underway to support the improvement of urgent and emergency care pathways in Dorset. Dorset Council holds the contract for the transformation programme on behalf of the system and NHS Dorset have underwritten a large part of the cost of the programme, which is on track to deliver £28m of annual benefits by 2027/28. Key partners include Bournemouth, Poole and Christchurch (BCP) Council, Dorset Health Care (DHC) NHS Trust, Dorset County Hospital (DCH) NHS Trust, University Hospitals Dorset (UHD) NHS Trust, Care Dorset and Tricuro.

2.0 Anticipated benefits

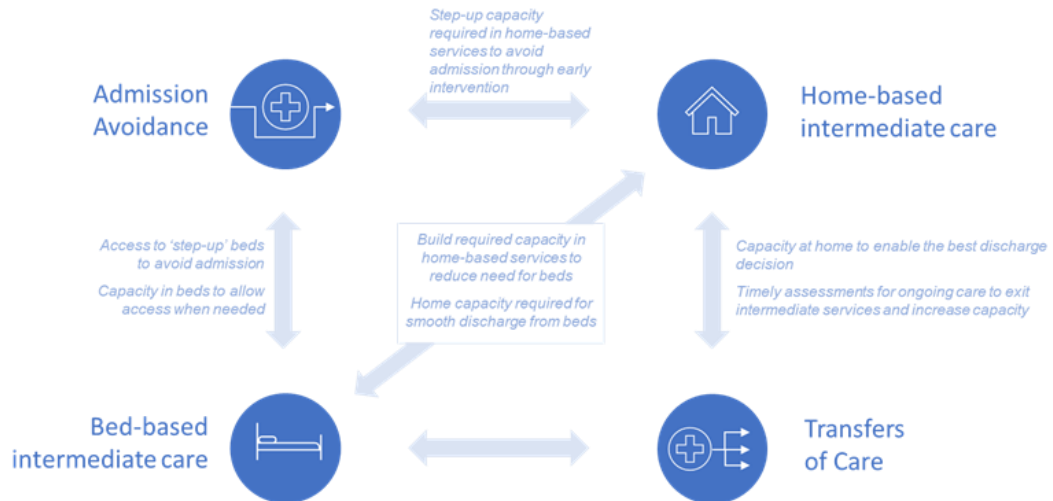
2.1 The overarching aims of the programme are to:

1. Reduce the length of time people spend in hospital by speeding up joint working and decision-making across organisations and starting discharge planning earlier.
2. Support more people to recover better at home following a hospital stay, reducing the requirement for long term care packages at home and the need to move from home into long term residential or nursing care.

2.2 The diagram below provides an overview of the annual benefits that will be delivered by the FutureCare Programme.



- 2.3 The Programme is structured around four key workstreams. An update on each is provided below.



3.0 Transfers of Care workstream

The transfer of care workstream aims to reduce the number of days that people are delayed in hospital, once they are medically fit, while they wait for ongoing support. This workstream mobilised first and work began at Dorset County Hospital (DCH) at the beginning of March. This involved establishing a dedicated physical space called a Transfer of Care Hub, where teams from different organisations (including VCSE organisations and Dorset Council) work together and problem-solve to help more people to get home sooner. Initially, the work focussed on supporting three hospital wards (which accounts for more than 50% of the complex demand in DCH) but from the 12th May this scope expanded to include all DCH beds.



- 3.1 The average length of stay for people waiting to be discharged in a hospital bed from the trial wards has reduced from a 4-week average of 9.9 days on 7th April

2025 to a 4-week average of 8.1 days on 5th June 2025. Positive feedback is also being received from team members involved in the trial.



Social Care Manager

We are saving weeks of time by all being in the same room and having live conversations, without having to send emails back and forth!

The project is being received positively by the nursing and medical teams. The TOC team being on site and available is a really exciting change for the good.



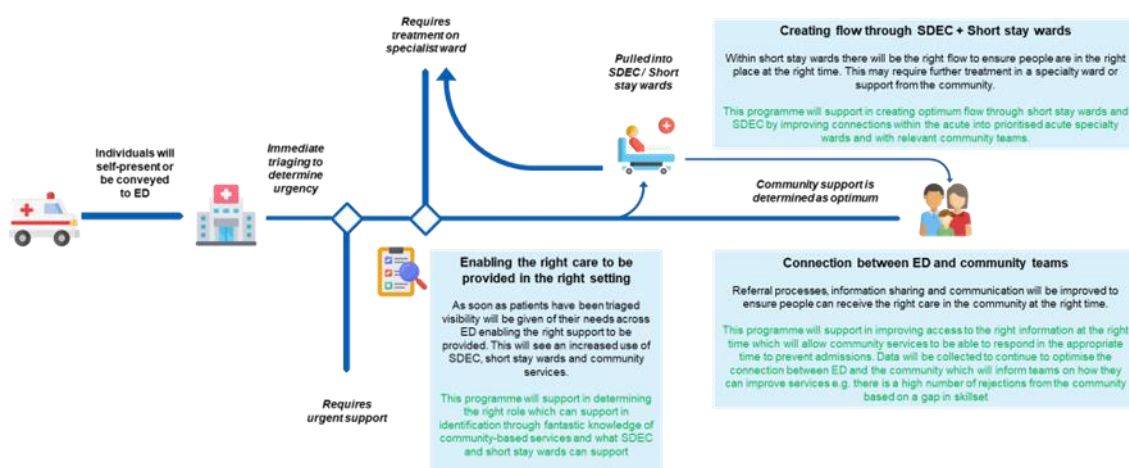
Ward Lead

- 3.2** Work is now underway to replicate this approach at Royal Bournemouth Hospital (RBH) and Poole General Hospital (PGH) and it is anticipated that the roll out phases of this work will be complete by the end of the Summer.

4.0 Alternatives to Admission workstream

The Alternatives to Admissions (A2A) workstream primarily focuses on better utilising and referring more people to Same Day Emergency Care (SDEC) Services as an alternative to admission into an acute hospital ward.

Preventing Admission – What is in scope



- 4.1** Trials started in Royal Bournemouth Hospital on 19th May, building on existing initiatives, to make the best use of same day and community services that can help stop people being admitted to wards when it is not necessary. The focus is getting people the right care at the right time so they can avoid long stays in acute hospitals when not the best option. This can carry risk of further deconditioning of individuals and result in reduced independence or greater support requirements outside of hospital.
- 4.2** The trials involve proactively identifying people who could benefit from the care provided in Same Day Emergency Care units through collaborative working

across clinicians and practitioners, for example holding multi-disciplinary 'huddles' three times a day to identify people who would most benefit.

- 4.3** The outcome of these trials will both ensure people are getting the best possible outcomes and reduce demand for acute hospital beds. We will report the impact of the trial on both people and staff as well as across operational performance. There is early optimism around the impact of this approach – on the first morning of the trial three additional people benefited from these same day services rather than ending up being admitted into hospital bed.



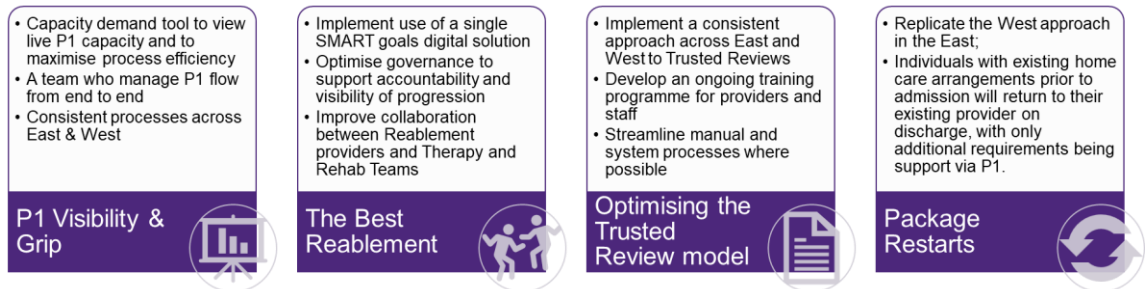
Transforming the way we manage urgent and emergency care starts with recognising that hospital admission isn't always the best or only option.

I see first-hand the impact that early identification and timely alternatives can have — not just on patient outcomes, but on flow, safety, and staff wellbeing.

Work is now underway to replicate the approach at DCH and work will begin at PGH shortly.

5.0 Home Based Intermediate Care workstream.

- 5.1** The Home-Based Intermediate Care workstream aims to increase the effectiveness of short-term care provided at home following a hospital stay, releasing more capacity to help more people and to improve the quality of the services provided. The initial focus of activity will be working with the two local authority care companies – TRICURO and Care Dorset to improve the effectiveness of existing reablement services. The planned development and implementation of new technology will increase flow (people moving through their reablement) and to enhance the effectiveness of the provision. It also will support the reduction in delays in the handover of support from reablement providers to long term care packages where required. Having achieved this, the second part of the delivery plan will focus on simplifying the reablement pathway, reducing the number of providers and hand offs and embedding a more therapy-based approach to reablement and a genuine discharge to assess model.
- 5.2** The diagram below sets out in more details plans for the first four improvement cycles.



5.3 A key deliverable for the workstream will be a SMART Goals App which will be used to help people and their reablement workers to set the personal goals that matter to them which will help in their journey towards independence. The App, which will initially be used until June 2027 should be operational by Autumn 2025.

6.0 Bed-based intermediate care workstream.

6.1 The aim of this workstream is to deliver better patient outcomes for people receiving care in community hospital and local authority provided intermediate care beds. In particular, the aim is to reduce average lengths of stay from 37 days to less than 30.

6.2 While this workstream began later, progress has already been made. The first Improvement Cycles have begun in Blandford and Wimborne Community Hospitals and at Coastal Lodge, which is operated by Tricuro.

Wave	1	2	3	4	5	TBC
P2 Beds	Wimborne Blandford Coastal Lodge	Westhaven Castleman Castleman Plus	Aldnerney	Westminster Yeatman	Bridport Swanage	Figbury The Hayes
% Beds	28%	19%	16%	14%	13%	10%
Trials Start	May 2025	July 2025	September 2025	November 2025	TBC	TBC
Sustain Starts	July 2025	September 2025	November 2025	TBC	TBC	TBC

6.3 Feedback from team members has already been positive and through closer team working a number of people that had been in a community hospital longest have been supported to return home.



Clear excitement around progress: 'I just wanted to say, I'm really excited about all of this!'

Our longest stayer (100+ days) was discharged this week, involved 4 different teams to get her into the right care home!.



- 6.4** Work is also underway to design a new intermediate care bedded care model, with specialist beds for people with more complex needs and more focus on providing care at home. Once these plans have been developed it is anticipated a public consultation exercise will be undertaken later in the year before any final decisions are taken.

7.0 Working with VCSE and other partners

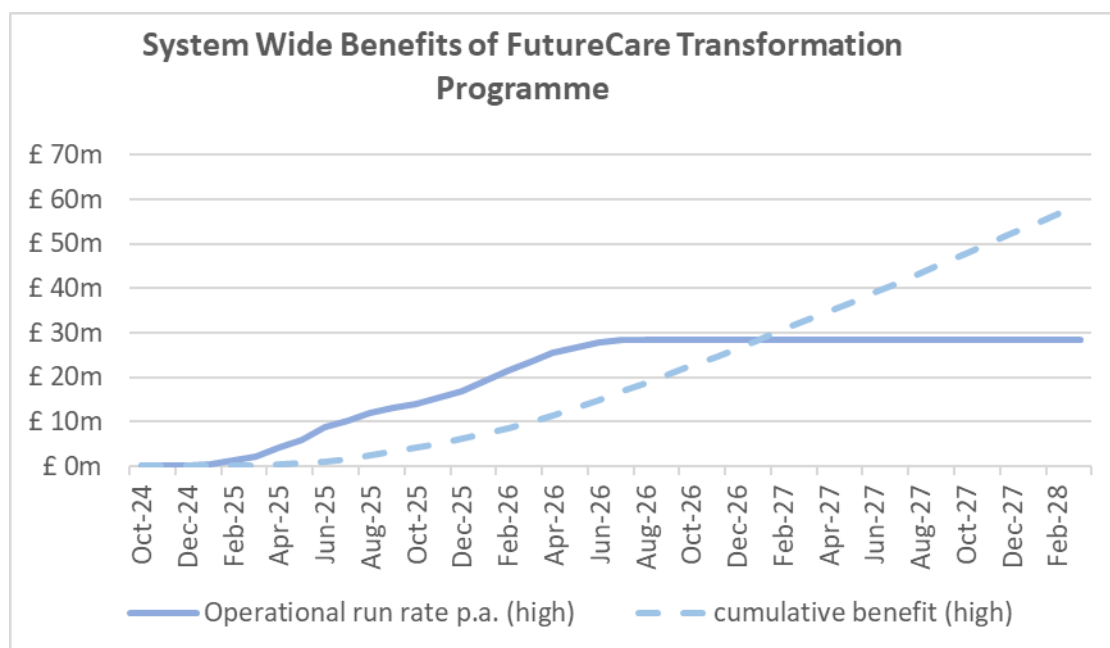
- 7.1** The programme is working with Care Dorset, Tricuro and other partners to improve services at home and in care homes where short-term support is provided.
- 7.2** A 'Transforming Health and Care' event took place with the VCSE sector in April. With support from the Voluntary and Community Sector Assembly, colleagues from across the FutureCare, Integrated Neighbourhood Teams, Data & Insight and partner organisations came together to introduce how we are collaborating as an integrated care system to improve health and social care outcomes for people.
- 7.3** More in depth work is now starting to engage partners in re-designing the home and bed based intermediate care model so that simpler and more effective pathways are established from April 2026. For home based intermediate care, this is likely to involve a formal procurement and selection process which will take place from October 2025, once the collaboration, design and engagement phase has been completed by the end of September. For bed based intermediate care, as set out above, it is likely a public engagement process will be undertaken before any final decisions are taken.

8.0 Governance, communication, and next steps

- 8.1** Governance and communication are important to ensuring that we maintain the pace that is needed across the programme to deliver the right outcomes for people and the financial savings to the wider system. Key leadership forums with programme oversight include the System Chief Executives Group, the System Executive Group (SEG) and the Urgent and Emergency Care Delivery Group. Furthermore, alignment to wider system data and digital priorities are discussed in the Dorset Strategic Intelligence Forum and the ICS Digital Reference Group.
- 3.1** A mid-programme review will take place in July and the outcomes presented to the next meeting of the Health and Wellbeing Board in September. As part of this review proposals for the future commissioning of home-based and bed-based intermediate care will also be presented based on the activity and demand analysis that has been undertaken and changes that have been delivered as part of the FutureCare Programme.

9.0 Financial Implications

- 9.1** The FutureCare Programme remains on track to deliver £28m of annual operational benefits across Dorset partners from April 2026. By the end of March 2026, £8m of cumulative benefits are anticipated.



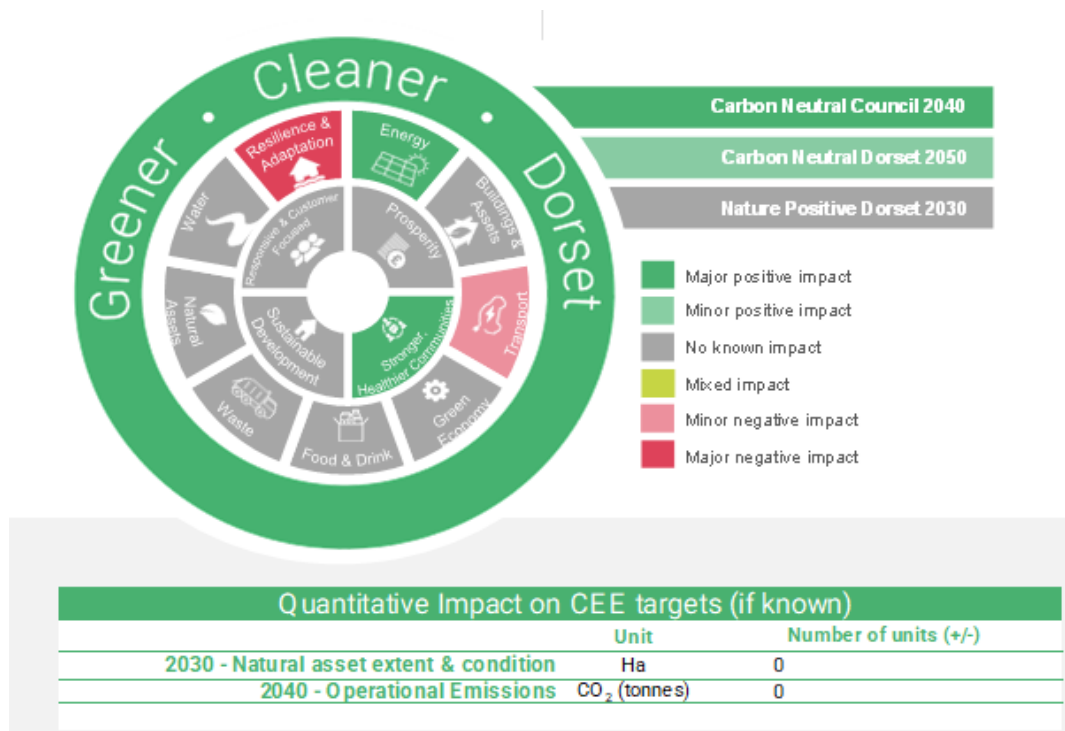
- 9.2** Specifically for Dorset Council, the following benefits are anticipated.

FY	Cumulative benefit	Benefit in year
FY24/25	£0.0m	£0.0m
FY25/26	£0.3m	£0.3m
FY26/27	£3.1m	£2.8m
FY27/28	£8.0m	£4.9m
FY28/29	£13.8m	£5.8m
FY29/30	£20.0m	£6.2m

- 9.3** The costs of delivering the programme over its lifetime are anticipated to be in the region of £9m. A substantial proportion of these costs will be met by NHS Dorset and Dorset Council will contribute £1,183,000, with payments beginning in January 2026.

10.0 Natural Environment, Climate & Ecology Implications

- 10.1** All partner agencies are mindful in their strategic and operational planning of the commitments, which they have taken on to address the impact of climate change. A climate wheel for the overarching programme is shown below.



11.0 Well-being and Health Implications

11.1 Dorset, like other areas across the Southwest and nationally, is continuing to experience challenges in providing and supporting the delivery of health and social care. For Dorset, as referenced above, the highest risks continue to be the increasing acuity of health, care, and support needs of those supported both in the community and in hospital.

11.2 Research has shown that spending more time in hospital than necessary increases the risk of reducing both a person's physical and mental well-being. This programme aims to reduce the length of stay in acute and community hospital beds and improve the no criteria to reside performance across the Dorset system.

11.3 The diagnostic exercise showed that if people receive the right care in the right place and at the right time, avoid unnecessary and harmful delays, they will live more independently, at home and achieve better outcomes.

12.0 Other implications

12.1 System Partners will continue to work closely with the Strategic Improvement Partner to deliver the required activity to support the end to end urgent and emergency care transformation programme.

13.0 Risk assessment

- 13.1** We continue to monitor the key risk for the programme. The greatest risk to the programme currently is achieving a level of pace for the programme to deliver the benefits as planned in the light of other new and conflicting priorities. Since the programme has been launched substantial changes to the operation of NHS Dorset have been announced and operational pressures have continued to be substantial.
- 13.2** There is also increased recognition that to deliver some of the anticipated programme benefits more public engagement will be required and this may impact as to when some changes will be delivered.
- 13.3** Each of the workstreams hold their own individual risk logs which are considered in the context of the wider, overarching programme risk register. The programme steering group is the forum for managing risk.

14.0 Equality Impact Assessment

- 14.1** Equality impact assessments have been undertaken for each workstream, and these will continue to be used to inform service improvements. Overall, it is anticipated that the programme will have a positive effect on all Dorset residents, reducing average lengths of stay in hospital and releasing health and care resources to be used to support those most in need.

15.0 Appendices

- 15.1** Slide deck to be shared in the meeting outlining key highlights from each of the workstreams.

16.0 Report Sign Off

- 16.1** 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)

Health and Wellbeing Board

18 June 2025

Place-Based Partnership Draft Prospectus

For Review and Consultation

Cabinet Member and Portfolio:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Executive Director:

S Crowe, Interim Chief Executive

Report Author: Sarah Longdon

Job Title: Head of Service Planning, Public Health

Tel: 01305 224817

Email: sarah.longdon@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

The co-produced Place Based Partnership Prospectus for Dorset sets out our ambitions to work together to deliver a number of place-based programmes. These will support delivery of the Communities for All priority in the Dorset Council Plan, and the Prevention and Early Help and Thriving Communities priorities of the Integrated Care Partnership Strategy, *Working Better Together*. This report explains the background and context to this, a summary of next steps, and the draft prospectus for review and feedback by the Board members.

Recommendation:

That the Board:

1. Note and provide feedback on the draft Prospectus
2. Note the partners included to date, and seek feedback on inclusion of other Health and Wellbeing Board representatives

Reason for Recommendation:

1. Report

Background

A place-based partnership is a collaborative arrangement between organisations responsible for health and care services and improving health and wellbeing. They play an important role in coordination of local services and driving improvements in population health. They are aimed at designing and delivering changes in services to meet distinctive needs and characteristics of local populations.

Partners are usually local government, NHS, voluntary, community and social enterprise organisations.

A place-based partnership is not a statutory body. This allows for flexibility for local areas to determine form and function relevant to each place.

The overarching aim of a place-based partnership is to make more effective use of the combined resources within a local area, joining up and coordinating to support the quality and sustainability of local services. This aims to overcome traditional problems of silo working, duplication and overlap of initiatives that are unconnected and disjointed.

The partnership will play a key role in delivery of the Council Plan Communities for All Priority, and the ICP strategy, Working Better Together. A co-produced 'Prospectus' has been developed over the past couple months with key partners, to strengthen and galvanise the importance of this work. It reaffirms our commitment to delivering integrated health and social care in Dorset, and improving outcomes for Dorset residents in the communities in which they live.

Challenges

Although Place-based partnerships have been in existence since 2022, there are a number of common challenges experienced that have so far hampered their ability to accelerate progress. Issues include unclear governance models where decision-making is not obvious, lack of delegated or pooled budgets, and relational issues with different ways of working and misalignment of aims and approaches.

In Dorset, work took place in 2022 to explore place-based partnerships, led by NHS Dorset. Proposals were produced but work has stalled due to changes in organisations and in national policy.

The current plan

Although the climate of financial constraints remains, partners still have a strong appetite to come together and collaborate to tackle health inequalities and improve service outcomes for residents. The intention with this work is that the partnership will be established to oversee health and social care transformation in the Dorset Council area. Clarity will be needed on the boundaries for this work, both in terms of what we mean by place and also with other streams of work in the system working with communities. The recent announcement that NHS Dorset will be clustering with other ICBs to cover a much bigger population* means having a local place-based partnership to identify local solutions to challenges in the Dorset population becomes even more important.

A prospectus for the place-based partnership

To get the work started, a prospectus is a useful way to set out the ambition, aims and opportunities of the partnership in a concise and engaging way. This document can be used to galvanise support and energy for having a space to co-produce and co-deliver the new care models that will embed prevention and partnership working, in line with system ambitions.

Partners have worked together to co-produce this draft prospectus, and Health & Wellbeing Board members are invited to comment and share views on it. The final version will be suitably formatted for publication. This will allow the partners to move to the next stage of developing an operational process that will support and grow programmes and initiatives that meet the aims of the place-based partnership.

Next steps

The next stage will be to develop a means for the Place-based partnership to operate. Overall, this will be two streams that operate in parallel, one being the formal governance through the Health and Wellbeing Board, and the other being the establishment of the partnership as a 'strategic delivery group'. In this regard the partnership will collaborate on development and delivery of key Place Based programmes of work: currently the Future Care proposals, Integrated Neighbourhood Teams and Family Hubs. It is anticipated that the partnership will add to its prospectus delivery of the revised Health and Wellbeing Board Strategy and future work as necessary, following any changes to the ICB footprint. While this clarifies the work to be undertaken through the partnership, it is just as essential to allow the development of relationships and collaborative leadership in a partnership, as the development of a governance model to oversee results.

The appendices in section 8 provide examples of the work that the place based partnership can support.

The partnership is where the work will be done to join together projects, bring people together, have honest and challenging conversations in a safe and respectful space. The partnership should share and redistribute financial resources, on approval of the Health and Wellbeing board as necessary, to ensure prioritised need is being met. There is a real desire with partners to make this successful by focusing on action that is effective and that makes a difference.

A programme function will provide planning, organisation, coordination of activities, and a means of sharing information and progress. It will also enable use of data and insights to inform decisions and measures including social value. The programme function will look to develop an outcomes framework to measure and assess delivery, for monitoring by the Health and Wellbeing Board.

A critical component will be to give visibility to projects, sharing the story, providing a common understanding and common language of community-led projects. This includes demonstrating not just the value of the changes for residents but also the cost of not changing the way services are designed and delivered.

A key approach for the Place-based partnership is for it to evolve, not spend a lot of resource building a complicated structure at the outset. It will need to emerge through examples, testing of criteria, demonstrating outcomes and development of a supportive method to expand and grow. It should start small, with a few existing programmes, together with early conversations and collaboration.

By working together to grow, share good practice, support and expand programmes that deliver the aims, the place-based partnership can become a successful approach to improve health and care in a complex and challenging environment.

The partners who co-created the draft prospectus are:

Dorset Council, Volunteering Dorset, Dorset Healthcare, Dorset Mental Health Forum, Dorset Youth Association, Dorset Voluntary and Community Sector Assembly, NHS Dorset

Other partners will be invited to participate in this ongoing work, such as police, fire, local business representatives.

2. **Financial Implications**

There are no direct costs associated with this work. Individual programmes will secure funding as required. The Board should consider options for pooled funding to support the partnership as it evolves.

3. **Natural Environment, Climate & Ecology Implications**

There are no direct natural environment, climate and ecology implications as a result of this report.

4. **Well-being and Health Implications**

The aim of this work is to support the objectives of improving health and wellbeing of residents in Dorset. The work will also support delivery of the Communities for All priority of the Dorset Council plan, and the Thriving Communities and Prevention and Early help priorities of the Integrated Care Partnership Strategy.

5. **Other Implications**

Not applicable

6. **Risk Assessment**

6.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

7. **Equalities Impact Assessment**

Individual programmes within the partnership will conduct equalities impact assessments as required.

8. Appendices

Appendix – Draft Place-Based Partnership prospectus (attached)

Appendix 1 Case Study – Families First for Children

In 23/24, Dorset Council was selected by the Government to be one of only three pathfinder organisations to design major reforms to children's services, from family help to the edge of care, and to make sure these changes worked well for families. This programme was known as Families First for Children (FFC).

DC wanted an alternative way to work with community organisations to help to deliver the programme, as a move away from standard contract arrangements. They were seeking a wide range of VCS groups and organisations to be able to co-produce small and larger scale community-led projects that filled critical gaps in local early years provision. DVCSA was approached to support and facilitate this.

The DVCSA advised DC on the structure of project grants and the approaches that could be taken around preferred ways of working, taking into account the sector's feedback from previous workshops. The Assembly supported communications and engagement with potential community providers, the co-design of the work to be done, development of KPIs and target-setting, assisting with the sift and selection of the most suitable community-led projects, project implementation, and ongoing support with monitoring and evaluation of outcomes.

Following grant awards, 12 VCS FFCP projects started to be implemented from Oct 24 and are now running across the County. There is a mix of Pan-Dorset projects, including work by larger community organisations such as Dorset Mind, DorPIP, Daybreak and Homestart Wessex, but the majority are small-scale locality-based projects run by small, local volunteer groups. The projects are firmly connected with the development of family hubs across Dorset, and all have been developed with an emphasis on co-production, including measures and outcomes, very different from traditional contract monitoring processes. The programme is due to complete in March 2026 and stands as an example of an approach to successful partnership working between statutory, voluntary and community organisations for the benefit of local families.



Appendix 2 Case study - Home from Hospital programme



Home from Hospital programme

We are commissioned by Dorset Council as part of the DIPPS (Dorset Integrated Prevention Partnership Services) to work in partnership with First Point (The You Trust) providing home from hospital support. We have an engagement worker based at Dorset County Hospital working with NHS staff to identify patients who could benefit from VCSE support to help Dorset Council residents' home from hospital and avoid readmission.

We provide advice, support and signposting for patients to be discharged, and then can also support them when at home with welfare calls, shopping, prescription delivery, pet care: in fact any services from our bank of projects. We will also signpost patients to services across the VCS, we work in partnership with other organisations because often a patient's needs are complex and require multiple services – and often a step-down approach.

We are able to support DCH patients' home with small items that could prevent them being discharged immediately including a lock a box, portable key safe, food etc.

This project links with our other work such as the Green Team and Community Response Volunteers, linking people with a range of community support.

Our Engagement worker attends weekly TOC (Transfer of Care) meetings, and able to intervene early on in a patient's journey, looking for ALL solutions, which included support for carers, they are able to identify carers, offer signposting to Carers Support, provide carers welfare calls, and issue carers passports.

Being physically present enables direct contact with the VCS, immediate conversations leading to joined up solutions that are often simple, long term and community focussed.

One off Support Grants

Working hand in hand with out Home from Hospital work, providing goods or services which can enable a patient to leave hospital when they are medically fit; thereby reducing bed blocking.

Goods and services could include improving property condition such as a deep clean, (including biohazards), decluttering, packing and moving items and furniture to enable a hospital bed and equipment to be delivered. We also engage services including plumbing, electrics, locksmith or door repairs; or provide white goods that could other prevent a package of care being delivered, eg washing machine or microwave for cares use.

Figures below are from our 2024 report

Referrals to date 55 Hospital nights saved 746 Total Grant Spend £22,550 Savings to NHS £373,000

Referral example – First point request from Sherborne community hospital for bed move, the existing bed needed to be removed to enable hospital bed to be installed for the person to be discharged from hospital. Our Green Team were able to remove the bed the same afternoon, meaning the hospital bed was delivered and the person was safely and appropriately discharged as planned the following morning, we were able to respond and resolve the issue within 2 hours.

Appendix 3 case study - Recovery and Community Resilience Contracts

This is an intermediate care service that supports older people home from hospital, or steps in to enable the person to remain at home rather than be admitted. Using a reablement / recovery focussed approach the providers support people to regain their independence, reducing the need for long-term care. The Council has developed an ongoing partnership working approach with the small group of Strategic Providers who deliver the service, who are allocated to cover the different areas of Dorset. The Providers have been trained in technology and equipment alternatives to traditional care, they also undertake Trusted Reviews on behalf of the Council which recommends the long-term care requirements for the individual at the end of the short-term support period. Working in specific areas of the county, the providers will also link the individual with local community offers as part of their longer-term independence plan.

The service supports around 160 people at any one time, with more than half regaining full independence and not needing any long-term care. For those who

do need care (approx a quarter of people supported) generally the level of care required is less than when the person initially left hospital.

9. **Background Papers**

None

10. **Report Sign Off**

- 10.1 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)

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Dorset's Place Based Partnership Prospectus

Working together for better health and wellbeing in Dorset

We're a partnership of organisations: NHS, Dorset Council and Voluntary and Community sector organisations with a shared commitment to action; to make the most of our resources to improve people's lives and experience.

Achieved by coming together to challenge, innovate, listen and act in our shared delivery of key place-based programmes. We use local data to design and deliver services for neighbourhood needs that are practical, effective, and sustainable.

Our aims:

Improved health and wellbeing - Thriving communities - Accessible services

Our commitments:

Working together for stronger, healthier communities in Dorset

Joining forces – Collaborating as partners to deliver Place Based programmes - Improving outcomes for local people – Make services easier to access.

Guided locally - Build on what's already working - Use local knowledge and data to guide decisions - Unlocking power of communities in shaping what matters most

The Power of Partnerships - Learn from each other - Stay flexible and realistic – The right organisation delivering community specific needs

Partners working at place – Prioritising resources to what is needed most - Support what's already in motion - Keep communities in focus

Collaboration in Action - Bringing together - Professional expertise - Funding – Evidence -

A partnership built on trust, collaboration, and community leadership

How We Work Together - Meaningful collaboration and holding to account - Clear roles and responsibility – Creating space for co-discovery, co-design, co-delivery

A New Approach - Moving away from top-down models - working shoulder to shoulder as partners - Listening, learning, and co-creating with local people

A Shared Vision - Improve health and wellbeing across Dorset – Deliver through Place-Based models that meet local needs and improve over time - Blend community-led ideas with data and evidence

Flexible & Adaptive - Regularly review and adapt programmes or models to meet changing needs - prioritise and respond to emerging need – Look for continuous improvement

The Role of Partners - Supportive, enabling, and empowering - Backing local groups and organisations- Building open, inclusive networks where communities thrive

Creating real change starts with culture

Start with Honest Conversations - Build trust – Listen then act -- holding partners to account

Plan with Purpose - Keep planning flexible and joined-up - Use clear principles and real examples - Focus on what works in practice

Use Data and Feedback - Communicate clearly and often - Use insights to guide decision - Show the value of what's being done

Empower the partnership - Share resources and decision-making – Shift the focus to what we achieve as a partnership not individual organisations - Governance that enables not controls

Values based – curious – respect - human connection

Health and Wellbeing Board

18 June 2025

Strategic Alliance for Children and Young People - Children, Young People and Families' Plan 2023-33 – Annual Report 2025

For Review and Consultation

Cabinet Member and Portfolio:

Cllr. C Sutton, Children's Services, Education & Skills

Local Councillor(s):

All

Executive Director:

P Dempsey, Executive Director of People - Children

Report Author: Richard Belcher
Job Title: Service Manager – Strategic Partnerships
Tel: 01305 224394
Email: richard.belcher@dorsetcouncil.gov.uk

Report Status: Public (the exemption paragraph is N/A)

Brief Summary:

Dorset Council is one of the lead strategic partners in Dorset's Strategic Alliance for Children and Young People's Partnership. The Strategic Alliance for Children and Young People was formed in 2020. It co-produced and published its Children, Young People and Families' Plan 2020-23.

In June 2023, the Partnership published its updated 10-year plan, the Children, Young People and Families' Plan 2023-33.

The Plan's aim is:

"We want Dorset to be the best place to be a child, where communities thrive, and families are supported to be the best they can be."

The Strategic Alliance for Children and Young People is chaired by the Lead Member for Children's Services. Board members are Executive level representatives from partners across Dorset, including:

- Dorset Council
- Dorset Police
- NHS Dorset
- Dorset Healthcare
- Dorset and Wiltshire Fire and Rescue
- Voluntary Community Sector
- Educational settings and Providers
- Dorset Parent Carer Partnership
- Department of Work and Pensions
- Joint Youth Justice Services

The Children, Young People and Families' Plan 2023-33 contributes to the council priorities in its [Council Plan 2024-29](#):

- Provide affordable and high-quality housing
- Grow our economy
- **Communities for all**
- Respond to the climate and nature crisis

This report follows the 2024 Annual report, provided to the Health and Wellbeing Board in November 2024, included in the background papers. Our Annual Report 2025 identifies the continued progress and impact the Partnership has made against our Plan to date.

Recommendation:

To note the progress of the partnership in delivering the Children, Young People and Families' Plan 2023-33 up to May 2025.

Reason for Recommendation:

To provide oversight on the progress of delivery of the Children, Young People and Families' Plan and to demonstrate how this work contributes to the delivery of the Council Plan.

1. **Report**

- 1.1 The Children, Young People and Families' Plan 2023-33 overarching aim is: "We want Dorset to be the best place to be a child, where communities thrive, and families are supported to be the best they can be."
- 1.2 There are seven priority areas outlined in the Plan, which support delivery of this aspiration, these are:
 - Best Start in Life
 - Young and Thriving
 - Good Care Provision
 - Best Education for All
 - Best Place to Live
 - Local Family Help
 - Safe at Home and in the Community
- 1.3 Within the seven priority areas, there are ninety-nine actions listed as 'we will' statements within the Plan. These are long-term objectives, to improve outcomes for children and young people.
- 1.4 The Strategic Alliance for Children and Young People meet quarterly to review the progress and impact against the actions and priorities.
- 1.5 The Strategic Alliance for Children and Young People Annual Report 2025 provides a summary of highlights for each of the priority areas, including the demonstratable impact this has made for our children, young people and families.
- 1.6 As Wave One Families First Pathfinders for the Department for Education (DfE) the partnership has also been focused on testing and learning delivery of the national reforms, and most recently delivery of the Families First Partnership Guidance published in March 2025. This has strengthened our multi-agency approach to child centred practice and there are improvements across all seven-priority areas of the plan.
- 1.7 Forty-seven of the ninety-nine actions have been completed. Steering Groups for all priority areas have been re-established and the leads are reviewing the delivery plans alongside new and emerging priorities and legislation.
- 1.8 The Steering Groups will use the Strategic Alliance for Children and Young People summer conference, on 26th June 2025, to further explore and develop partnership strengths, opportunities and priorities to co-produce

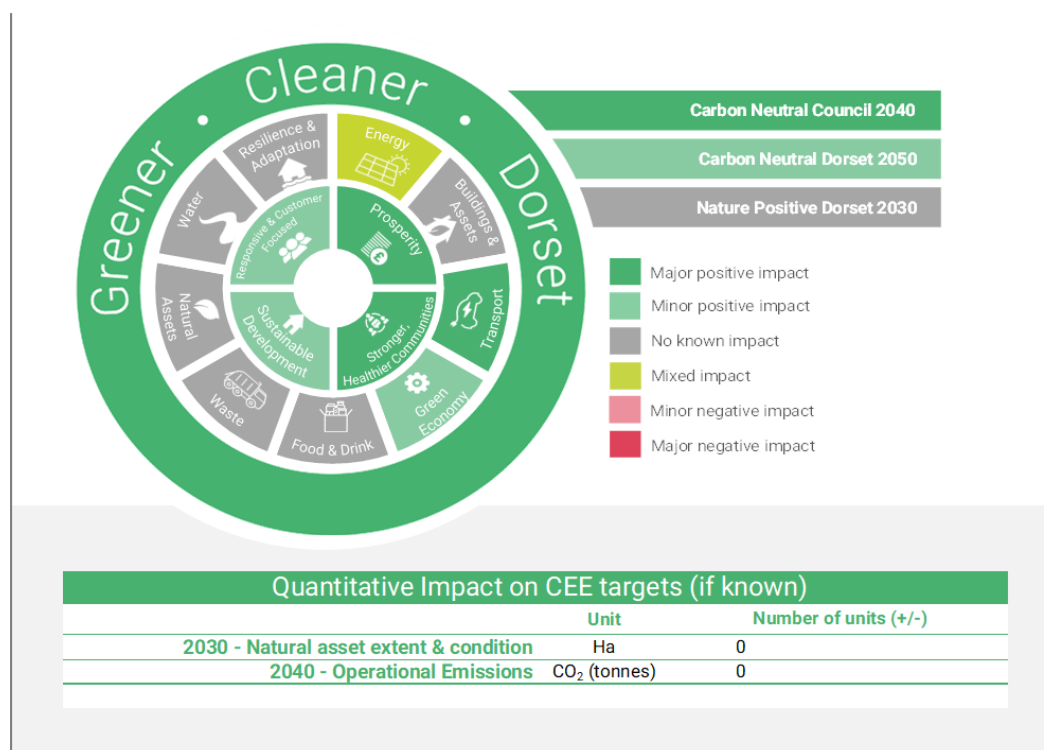
and inform the delivery plans. The conference and steering groups are being co-ordinated through Dorset Council's Performance and Governance service in Children's Services. Partnership engagement events take place throughout the year to update and feed into the delivery plans, alongside the Strategic Alliance for Children and Young People's quarterly Board meetings.

- 1.9 A report is going to Cabinet on 24th June 2025 which will provide an overview of the recent Inspection of Local Authority Children Services which demonstrates overall outstanding performance in delivery of the statutory duties in Children's Services. The action plan following this inspection is being progressed through our partnership working, with oversight from the Strategic Alliance for Children and Young People and the Dorset Safeguarding Children Partnership Boards.
- 1.10 The last Strategic Alliance for Children and Young People Annual Report was provided to the Health and Wellbeing Board in November 2024 providing a summary of activity and impact.
- 1.11 **The Strategic Alliance for Children and Young People Annual Report 2025** is available in the Appendix.
- 1.12 The next Strategic Alliance for Children and Young People Annual Report will be available in June 2026.

2. Financial Implications

- 2.1 The Children, Young People and Families' Plan 2023-33 and its Delivery Plan will continue to be delivered in line with the council's budget process and medium-term financial plan (MTFP).
- 2.2 The MTFP shows how we intend to ensure that money will be prioritised to those services that matter most to residents and how the council can deliver those services within the available funding. This year's budget setting exercise takes place against a national and global background of extreme pressures for councils. Partners are committed to continue to work together to deliver the shared actions and aspirations of our Plan.
- 2.3 Looking ahead to the Councils MTFP there is uncertainty as to how the current activities within the scope of the Families First for Children Pathfinder (FFCP) will be funded beyond 2025/26. In the event of a change to funding as part of the national roll out consideration would need to be given to the implications.

3. Natural Environment, Climate and Ecology Implications



There are no immediate direct implications, however secondary benefits may be realised, for example, improved access to local resources reducing individual journeys taken, or increased investment in access to nature.

The Strategic Alliance for Children and Young People, through its partner organisations, is committed to preserving and enhancing the natural environment. Each organisation is delivering its own Climate Emergency Strategy, which the partnership plan contributes towards.

For Dorset Council, delivering the Natural Environment, Climate and Ecological strategy, linked to the Council Plan, ensures a joined-up and consistent approach across all council services to ensure that we improve access to and use of Dorset's natural environment in a sustainable way which protects it for future generations, as well as reducing our impact on the climate.

4. Well-being and Health Implications

- 4.1 The Strategic Alliance for Children and Young People Partnership continues to deliver services to support residents with their specific needs. The Children, Young People and Families' Plan is designed to impact positively on the well-being and health of children, young people and families, through multi agency working, integration and collaboration. This includes the provision of universal and specialist services.

5. Other Implications

None

6. Risk Assessment

The level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

7. Equalities Impact Assessment

- 7.1 The Strategic Alliance for Children Young People Partnership is committed to ensuring fair and accessible services for everyone in Dorset through the delivery of services and activities as set out in our Children, Young People and Families' Plan 2023-33. Equality impact assessments are undertaken when there is a change to services to ensure due regard of the Equality Act 2010 and the Public Sector Equality Duty.
- 7.2 The Children, Young People and Families' Plan has a published [Equality Impact Assessment](#) (EQIA). A further review of the EQIA will be undertaken in September 2025 and will be published once approved by Dorset Council's Equality Panel.

8. Appendices

- Strategic Alliance for Children and Young People – Annual Report 2025

9. Background Papers

- [Children, Young People and Families' Plan 2023-33](#)
- [Health and Wellbeing Board, 20/11/2024 Strategic Alliance for Children and Young People Annual Report 2024](#) Section 10 pages 75-102

10. Report Sign Off

- 10.1 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)

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Dorset Strategic Alliance for Children and Young People

Annual Report 2025

June 2025

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Chair's introduction

"I am delighted to present the Dorset Strategic Alliance for Children and Young People Annual Report 2025, which provides an update on progress made on our ambitious 10-year Children, Young People and Families Plan and our vision for the future. The report is not intended to cover every activity we've been involved with; rather, it is a summary of key achievements, a reflection on what has changed, and a look ahead to our opportunities for the future. We remain committed to achieving our vision, which is for Dorset to be the best place to be a child, where communities thrive, and where families are supported to be the best they can be."

"It is a privilege to represent our children and young people as Dorset Council's Lead Member for Children's Services, Education and Skills and Chair of the Strategic Alliance for Children and Young People. I am proud of the positive impact our partnership is making and know that, collectively, we continue to strive to improve our work in supporting every child to have every chance."



Councillor Clare Sutton, Lead Member for Dorset Children Services and Strategic Alliance Chair

Introduction

Dorset's Strategic Alliance is a partnership bringing together public services and the voluntary community sector to champion the rights of, and improve the lives of, children, young people, and families in Dorset. Partners include Dorset Council, the Local Authority, Dorset Police, NHS Dorset, Dorset Healthcare, Dorset and Wiltshire Fire and Rescue Services, the Dorset Parent Carer Council, representatives from the voluntary and community sector, early years, and educational providers across Dorset.

The Children, Young People, and Families Plan sets out our long-term vision of improving outcomes for children and young people. It sits alongside a robust range of partnership plans and Boards that deliver a range of statutory and strategic functions. These include the Dorset Safeguarding Children Partnership, Community Safety Partnership and many more.

Dorset's Strategic Alliance published its [Children, Young People and Families' Plan 2023-2033](#) in June 2023, building on our previous 2020-2023 Plan. Over the past year, we have worked across the partnership to progress the actions and activities to improve outcomes for children, young people and families in Dorset.

This Report provides the context of our local partnership arrangements, changes to national legislation and progress we have made over the last year.



Overview

Our partnership continues to meet regularly as an Executive Board, chaired by the Lead Member for Children's Services, to review how our services are making a difference to the lives of children, young people, and families across Dorset.

Each summer, we also come together for our annual conference—a chance to celebrate our progress, share learning, and look ahead to ensure we remain focused on what matters most: making a positive impact for families in our communities.

In September 2023, the government launched *Stable Homes, Built on Love*—a national vision to transform children's social care in England. This policy calls for stronger collaboration between local services to provide joined-up, effective support for children and young people.

Dorset Council was honored to be selected as one of just three local authorities in England to help shape this new approach. As a Wave 1 Pathfinder, we've worked closely with our partners to further develop our well-established *Dorset Thrive* model.



Overview continued

At the heart of our work is a simple but powerful principle: putting families first. Our local delivery of the national pathfinder *Families First for Children* focuses on making sure families receive the right help at the right time, something we can only achieve by working together with a shared vision.

This work aligns with the seven key priorities in our Children, Young People and Families' Plan 2023–2033. The *Safe at Home and in the Community* priority, leads the delivery of the pathfinder, all areas of our partnership contribute to its success and to improving outcomes for children and families.

Our work as a 'Pathfinder' has played a key role in shaping national policy, contributing to the *Families First Partnership Guidance* published in March 2025.

We're now entering a new phase, adapting our approach to align with the updated guidance. As always, we remain committed to learning from our experiences, refining our plans, and ensuring families across Dorset receive the right support at the right time.

Together, we are building a future where every child can thrive.



DORSET & WILTSHIRE
FIRE AND RESCUE



Strong Partnerships, Real Impact

In Dorset, we're proud to work alongside passionate, skilled, and committed partners who share our vision for children, young people, and families. The Strategic Alliance for Children and Young People bring together professionals from across health, education, social care, the police, and the voluntary sector. Together, we challenge and support each other to deliver the very best for our communities.

What makes our partnership truly powerful is our shared ambition—and our commitment to co-producing services with children, young people, and families themselves. Their voices shape everything we do.

This collaborative approach is delivering real results. You can see it in the following reports from recent inspections:

- **Dorset Council's Inspection of Local Authority Children's Services** – March 2025 rated **Outstanding**
- **Joint local authority and NHS Area SEND inspection** – May 2024 rated '**positive outcomes**'
- **Strong safeguarding** outcomes across the **police, youth justice, and children's homes**

These achievements show that our partnership is not just working—it's making a real difference to the lives of children and families across Dorset.

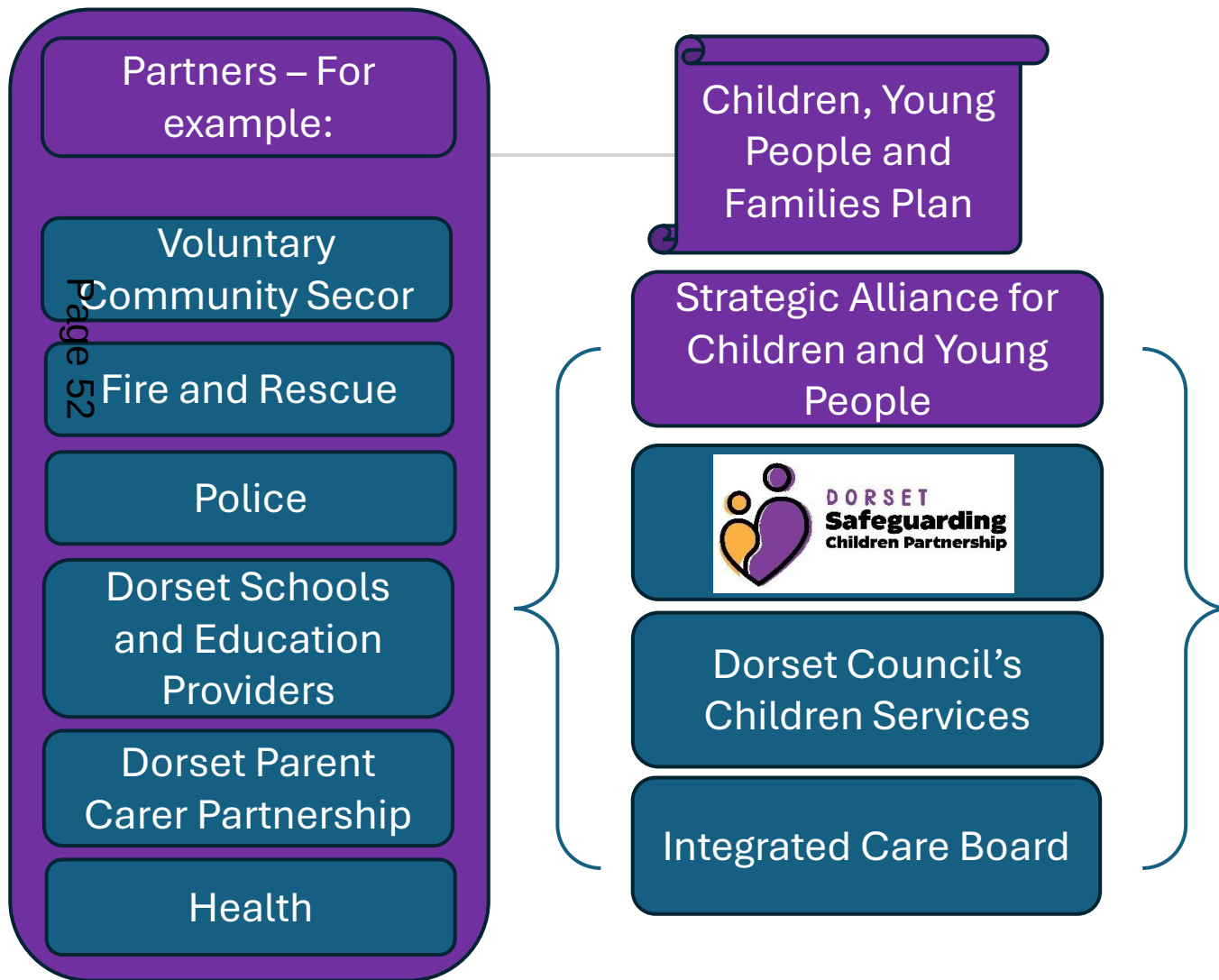


DORSET & WILTSHIRE
FIRE AND RESCUE



Governance – A simple view

How the Strategic Alliance for Children and Young People fits into our wider partnership delivery.



All our partners are linked into our joint, multi-agency approach to design, deliver and oversee the impact of services, with children at the heart of what we do.



Our strategic priorities

The next section will look at a summary of progress and impact over the last 12-months, and next steps for each of the 7 Priorities in our Children, Young People and Families' Plan 2023-33.

Our strategic **priorities** as set out in our 10-year plan

- Best Start in Life
- Young and Thriving
- Best Education for All
- Best Place to Live
- Local Family Help
- Good Care Provision
- Safe at Home and in the Community



Dorset HealthCare University
NHS Foundation Trust



DORSET & WILTSHIRE
FIRE AND RESCUE



Our Children, Young People and Families Plan can be accessed here: [Children, Young People and Families' Plan 2023 to 2033 - Dorset Council](#)



An easy read version is available here: [Children, Young People and Families' Plan 2023 to 2033 easy read version - Dorset Council](#)

Best Start In Life - Progress

Summary

Within the Best Start In Life Priority, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.



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Progress

- **Maternity Services:** Improved equity of access through multi-agency, community-based services in Family Hubs and healthcare providers.
- **Early Years Support:** We continue to work across the sector to develop sufficient childcare places for children and young people including during school holidays.
- **PAUSE Programme:** Provided targeted support to mothers who have previously had children taken into care, helping them rebuild their lives.

Best Start In Life - Impact

Impact Summary

- **Healthier Start to Life**

- Families are better supported in caring for their babies, leading to improved infant health, stronger parent-child bonds, and more confident parenting.

- **Early Development and School Readiness**

- We have improved our offer to settings enabling earlier identification of needs to better support children to be ready for that move to school, utilising all available evidence-based tools to assess the readiness of children and settings laying the foundation for lifelong learning and success.

- **Reduction in Children Entering Care**

- Early and effective support has helped families stay together, reducing the number of children entering the care system and improving long-term outcomes for both children and their families.



Examples of impact – Quotes from external inspection

‘Children’s transition into school is a strength of the partnership. Practitioners in early years feel valued, heard and well-supported by the teams around them. This includes portage and the early years advisory teams within locality teams, including family hubs. Additionally, family workers support schools and families in the community, so that help and advice are easily accessible. This enables a greater understanding of the community, consistency and close multi-agency working.’

‘Children and young people receive an effective service from speech and language therapists. The ‘Balanced System’ is being embedded through pre-school provisions, and there are currently no children waiting for an assessment. The ‘Ready, S.T.E.A.D.I, Chat’ sessions are available across the local area, both virtually and face to face. Children are benefiting from an initial triage appointment, with a communication plan provided. The necessary onward pathway can then be determined more appropriately so that the right support is provided at the right time.’

‘Children and families benefit from comprehensive delivery of the healthy child programme, including the ante-natal check, with all mandated visits being commissioned. This helps to identify children’s needs in a timely way.’



Best Start In Life– Next Steps

- **Delivery Plan Review**

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**

- **Strategic Focus:**

- **Pre-birth to School:** Emphasis on early intervention and foundational development.

- **Key Aims for the revised Plan:**

- Pre-birth health
- Early Years provision
- School readiness



Young And Thriving - Progress

Summary

Within the Young And Thriving Priority, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.



Progress

- **Education, Employment & Training:** Enhanced support for care-experienced young people.
- **Young Carers:** Integrated into the new *Birth to Settled Adulthood* service, ensuring targeted and specialist support.
- **Youth Work:** Increased access to youth workers through expanded recruitment and a multi-agency youth work model.

Young And Thriving - Impact

Impact Summary

1.Preparation for Adulthood and Employment

- Young people are gaining the skills, confidence, and readiness needed to transition into the workforce.
- This leads to increased independence and better long-term outcomes.

2.Support for Young Carers

- Young carers are better supported to balance their caregiving responsibilities with their own needs as children or young people.
- This improves their mental health, social development, and educational engagement.

3.Access to Youth Workers

- More young people have access to trusted adults outside their family, providing guidance, mentorship, and emotional support.
- This contributes to stronger resilience, better decision-making, and a sense of belonging.

Examples of impact – Quotes from external inspection

‘Disabled children are visited regularly by workers who get to know them and their families well, so that their needs can be addressed effectively. Workers are conscious of children’s additional vulnerability and take steps to keep them safer, including the appropriate use of child protection procedures. Disabled children have access to advocacy so that their views are heard. The need for capacity assessments is considered early so that children are well prepared for their next steps. The introduction of the Birth to Settled Adulthood service, an Inspection of Dorset local authority children’s services 17 to 21 March 2025 4 developing service to be embedded, helps children and young people to access help smoothly, well into their futures, which is not age dependent.’

‘An increasing number of care leavers are involved in education, training and work. A variety of initiatives, through partnership working, reflect the importance placed on care leavers being able to access meaningful work and education opportunities. Examples such as work coaches and the care leaver hub’s pre-employment course have considerable success. Care leavers are well supported to attend university, helping them to achieve their life ambitions.’

‘Young carers are identified and their needs assessed so that they can receive support and enjoy activities outside of the home. Partners feel encouraged to refer young carers to well-organised services as well-developed community resources are evident and extensive.’

Young And Thriving – Next Steps

- **Delivery Plan Review**

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**

- **Strategic Focus Areas:**

- **Preparation for Adulthood**
- **Good Mental Health & Resilience**

- **Key Aims for the revised Plan:**

- Youth Sufficiency Strategy
- Links to Learning and Belonging
- Youth Voice – Expanding opportunities for children and young people to engage with and co-produce services.



Good Care Provision - Progress

Summary

Within the Good Care Provision, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.

Progress

- **Harbour Outreach Model:** Continued expansion of specialist, multi-agency outreach support to families, helping prevent escalation of need.
- **Mockingbird Constellations:** Increased number of peer support networks for foster families, offering emotional and practical support.
- **Residential and Care Leaver Housing:** More homes and supported housing options created to ensure children in care and care-experienced young people have safe, stable places to live.

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Good Care Provision – Impact

Impact Summary

1.Stability and Prevention

- More children, young people, and families are receiving timely, targeted support that helps them stay safely together at home.
- This reduces the need for children to enter the care system and promotes family resilience.

2.Stronger Foster Care Support

- Foster families have better access to emotional, practical, and peer support.
- This enables more children in care to experience stable, nurturing homes.

3.Safe and Supportive Homes for Children in Care

- Children in care and care-experienced young people are provided with secure, stable housing.
- They have access to the services and support they need to thrive, build independence, and achieve positive outcomes.

Examples of impact – Quotes from external inspection

‘Children are continually encouraged and supported to see their friends and family members, which helps them to retain a sense of belonging. Kinship carers are helped to include estranged parents in family activities, which helps children maintain their relationships within their own environment. This approach to children spending time with important people enables carers to feel more confident in applying for Special Guardianship Orders, so that children can leave care and benefit from long-term stability and security.’

‘Children are supported by social workers who know them very well and who are aspirational for them. Regular visits take place to build meaningful and caring long-lasting relationships that make a difference.’

‘Children’s health needs are prioritised. They receive good support from a wide range of services to promote their physical and emotional well-being. Children are strongly supported to take advantage of activities and clubs in line with their hobbies and interests. These experiences enable children to enjoy new opportunities, friendships and wider social networks, and these are sometimes linked to children’s long-term career aspirations.’

‘Unaccompanied children who are looked after are found suitable homes without delay with carers who understand and meet their cultural needs. Children are assisted by interpreters at important meetings to ensure that they understand decisions and plans. Children are supported by workers who plan and prepare them well for the future and any uncertainties that may bring.’

Good Care Provision – Next Steps

- **Delivery Plan Review**

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**

- **Strategic Focus:**

- Keeping children close to home
 - Kinship care
 - Fostering
- **Key Aim:**
 - Development and implementation of our **Sufficiency Strategy**

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Best Education For All - Progress

Summary

Within the Best Education for All Priority, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.

Progress

•Education and Belonging Strategies

Workshops taken place with schools, young carers, those who are EHE, Youth Parliament and the Youth Council to strengthen the voice of our children and young people

•Pathway to employment scheme with Dorset Council

Work has taken place with our care experienced DC apprentices to inform and design the support for the scheme

•Peer Mentoring Programme

Several schools across Dorset have trialled the Peer Mentor programme for the first time this year. Education Challenge Leads work in partnership with schools to train older student peer mentors.

•Attendance

Various actions have progressed to support attendance including a task and finish group, data review at Headteacher LEADS meetings, locality briefings, DfE attendance hub toolkit launch, emotional based school avoidance (EBSA) approaches

Best Education For All - Impact

Impact Summary

•Education and Belonging Strategies

Pledge to students is embedded in the Education Strategy and the Education Board use this as a tool to measure performance. The belonging strategy is published online with the voice of young people.

•Pathway to employment scheme with Dorset Council

Care leavers education, employment and training (EET) figures have improved.

•Peer Mentoring Programme

525 pupils over a three-year period in Weymouth and Portland have received mentoring from an older fully trained pupil in school, which has supported children's sense of belonging and positively impacted their attendance.

•Attendance

Since September 23 schools have and will receive whole school training. Early indication shows improved attendance in these schools for overall attendance, persistent absence, and school avoidance due to a changed approach to working with families. School staff and leaders have a better understanding of EBSA, and this will mean they are better equipped to support children and families impacted by it.

Examples of impact – Quotes from external inspection

‘The local area partnership’s special educational needs and/or disabilities (SEND) arrangements typically lead to positive experiences and outcomes for children and young people with SEND. The local area partnership is taking action where improvements are needed.’

‘Children and young people with SEND and their families are placed at the heart of all that leaders do. Effective co-production across the partnership ensures that the needs of children and young people lead decision-making. This culture of working together results in continual improvement to secure the best possible outcomes for children, young people and their families. These outcomes are clearly focused on education, employment, more independent living, participating in society and being as healthy as possible across education, health and care.’

‘The voice of children and young people with SEND is highly valued. Leaders are developing creative ways to listen to young people. Examples within ‘Dorset Youth Voice’ include the development of the Young Ambassadors role, Dorset Youth Council and the Vision Support Service Student Council. Engagement with the DPCC (Dorset Parent and Carers Council, which is Dorset’s parent carer forum) ensures highly effective two-way communication between families and the partnership. Consequently, many parents and carers feel they are true partners when planning their own provision and improvements generally. Parents, carers, children and young people typically speak positively about how they are supported to have better experiences.’

Best Education For All – Next Steps

•Delivery Plan Review

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**.

•Strategic Focus

- **Listen:** to our children and young people.
- **Belonging:** All our children and young people feel they belong.
- **Achieve:** Our children and young people achieve their potential and succeed in preparing for 16 and adulthood.
- **Settings:** Our settings are strong and sustainable
- **Conference Response:** Develop a partnership response to the 'Every Child, Every Chance' summer conference.

•Key Aim for revised Plan

- Align with the **Dorset Education Board Plan** to promote inclusive, high-quality education.

Best Place To Live- Progress

Summary

Within the Best Place To Live Priority, there are several actions, or ‘we will’ statements in our plan. Here is a high-level summary of the progress and impact we’ve made over the last year. We have also identified our next steps over the next year.

Progress

- Children’s Rights in Local Alliance Groups:** Collaborated with Children’s Rights specialists to embed rights-based approaches in community-level decision-making.
- Youth Participation:** Expanded opportunities for children and young people to engage in co-producing services across the partnership.
- Climate Action Involvement:** Strengthened the role of young people in shaping and supporting climate change initiatives, while acknowledging the need for continued progress.



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Best Place To Live- Impact

1. Rights-Based Practice Embedded in Services

- Partners are more aware of and actively consider the rights of children and young people when developing and delivering services.
- This leads to more ethical, inclusive, and child-centred decision-making.

2. Services Better Aligned with Real Needs

- By incorporating the voices of children and young people, services are more responsive and relevant to the needs of families.
- This results in improved outcomes and greater trust in services.

3. Increased Youth Voice and Satisfaction

- Young people feel more included and valued in shaping services that affect them.
- Their satisfaction reflects a stronger sense of agency and belonging in their communities.

Examples of impact – Quotes from external inspection

‘Locality-based services are successful in achieving consistency across the county. This way of working means that families receive a continual service by the same practitioners until it is no longer needed, while families become linked into community early intervention and prevention services as part of Dorset’s Strategic Alliance plan. Easy access to high-quality, universal and universal plus provision is seen as crucial. The local authority’s emphasis on all children thriving is linked into place-based arrangements, alongside the Inspection of Dorset local authority children’s services 17 to 21 March 2025 10 growing expansion of family hubs. When families no longer require children’s services intervention, they are helped to engage in activities and positively connect with groups in their community, often supported by strengthened kinship networks.’

‘Children continue to be placed at the heart of Dorset. The child-centred leaders and political members, leads by example, heralding a learning organisation that has effective and accountable relationships with each other and its partners. Strong collaborative working is evident from how partnership challenges are approached, from operational service delivery through to strategic and multi-agency decision-making.’

‘The meaningful involvement of children and young people, who co-chair and participate in the corporate parenting board, ensures that the things that matter most to children are fundamental to the agenda. A young person recently bravely presented to the board a piece they had written, ‘More than just a number’, to help members understand what it is like to be in care with powerful impact.’

Best Place To Live- Next Steps

- **Delivery Plan Review:**

A partnership **steering group** will:

- Review the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**.

- **Strategic Focus:**

- **Safe, Inclusive, and Accessible Communities:**
Ensuring all children and young people feel safe, heard, and included in their communities.

- **Key Aim for revised Plan**

- Align with the **other priority areas** to promote and champion the rights of children and young people.



Local Family Help- Progress

Summary

Within the Local Family Help Priority, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.



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Progress

•Whole-Family, Locality-Based Support

Multi-professional teams are working together from birth to wrap support around children and families, using a whole-family approach embedded in local communities.

•Journey from Early Help to Family Help

Through the *Families First for Children Pathfinder*, Early Help has evolved into *Family Help*, offering more integrated and responsive support.

•Local Alliance Group Funding

Funding has been delegated to Local Alliance Groups to design and deliver tailored, community-based solutions that meet local needs.

Local Family Help- Impact

Impact Summary

1. Timely and Appropriate Support

- Families are receiving the right help when they need it most, reducing the risk of issues escalating and improving overall wellbeing.

2. Skilled, Holistic Practice

- A multi-agency workforce is working collaboratively to support families as a whole, ensuring that services are coordinated and family-centred.

3. Stronger Community-Based Support

- More families are having their needs met within their own communities, fostering local resilience and reducing reliance on higher-tier services.

Examples of impact – Quotes from external inspection

Dorset Council – Inspection of Children’s Service May 2025 – ‘Children and families receive the help they need at the earliest point through wide-ranging prevention and early intervention services. Dorset’s family help service’s model of one continuous assessment means that children get the right help they need, at the right time, to help them make progress. Children and families benefit from consistent workers, which helps build trusting relationships.’

‘Practitioners have developed family help services with highly skilled practitioners who maintain a relationship with children and families as they move between different levels of need, such as targeted early help, children in need and child protection. This continuous support gives families the best opportunities to make progress.’

Local Family Help - Next Steps

- **Delivery Plan Review**

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**.

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- **Strategic Focus**

- **Early, Whole-Family Support:** Strengthening preventative, community-based approaches.

- **Key Aim for revised Plan**

- Continue to empower communities and support the voluntary sector to develop and embed **local solutions** into the evolving *Family Help* services.



Safe At Home And In The Community - Progress

Summary

Within the Safe At Home And In The Community Priority, there are several actions, or 'we will' statements in our plan. Here is a high-level summary of the progress and impact we've made over the last year. We have also identified our next steps over the next year.

Progress

•Families First for Children Pathfinder

Successfully developed and delivered the government's Pathfinder programme, focusing on early, whole-family support.

•Reduction in Care Entries

Fewer children are coming into care, reflecting more effective early intervention and family support.

•Strengthened Safeguarding

Multi-agency safeguarding arrangements have been enhanced, improving coordination and responsiveness across services.



Safe At Home And In The Community - Impact

Impact Summary

1.Stronger Safeguarding Arrangements

- Multi agency child protection oversight is supporting more effective decision making in protecting children and young people both at home and in the community, ensuring their safety and wellbeing.

2.Family and Community Stability

- More children and young people are able to remain safely at home with their families and within their local communities.
- This not only supports better emotional and developmental outcomes but also results in significant cost savings for public services.

3.High-Quality Services with a Commitment to Improvement

- Services have been rated as '*outstanding*', reflecting excellence in delivery.
- There is a clear focus on continuous improvement to ensure support remains timely, responsive, and centred on the needs of children, young people, and families.

Examples of impact – Quotes from external inspection

‘Children who are at risk of coming into care, including those children who present as homeless and/or at risk of exploitation, are supported without delay by a range of skilled multi-disciplinary professionals, including skilled targeted youth workers, to reduce the risks to them. Dedicated and knowledgeable assistant team managers for contextual safeguarding use extensive planning for a wide variety of actions to help safeguard children.’

‘When children are at risk of significant harm, strategy meetings are well attended by partner agencies. Effective information-sharing and analysis of risk lead to children receiving the right intervention and support.’

‘Risks to children are identified and understood well. When children are at risk of exploitation or go missing, they receive a well-coordinated multi-agency response which provides an individualised wraparound service that is often successful in reducing risks. The use of independent workers, such as missing practitioners and targeted youth workers, ensures that most children receive timely return home interviews.’

Police ‘PEEL’ Inspection 2025 - School Engagement: ‘Dorset Police works with schools, colleges, and universities to educate young people about knife crime and other risks.’

Safe At Home And In The Community – Next Steps

•Delivery Plan Review

A partnership **steering group** will:

- Review and update the current delivery plan.
- Report progress to the **Strategic Alliance for Children and Young People Board**.

•Strategic Focus

- **Safeguarding and Contextual Safety**

•Key Aims for the revised Plan

- Continue to develop and embed the **Families First for Children Partnership Guidance**
- Strengthen links with **Community Safety Partnerships**
- Support other local authorities in delivering the government's **Families First for Children Partnership**

Epilogue

This Report celebrates the success of the partnership over the past year. We hope you can see some of your own experience in some of these brief updates. We know there is more to do, and we remain ambitious in improving outcomes for all children, young people and families in Dorset, challenging inequality and celebrating diversity in our communities. Over the next year, we will develop a new delivery plan focused on evidencing the positive progress and impact we make, working with communities to develop our future priorities and report on our progress in 2026 and beyond.

Thank you to all our colleagues working within the partnership and most of all, our children, young people and families.

