



Dorset Health and Wellbeing Board

Dorset ICB Commissioning Plan

11 February 2026

Purpose

- Present a draft of the Dorset Five Year Strategic Commissioning plan (strategy)
- Seeking endorsement of the plan from Health and Wellbeing Board Members

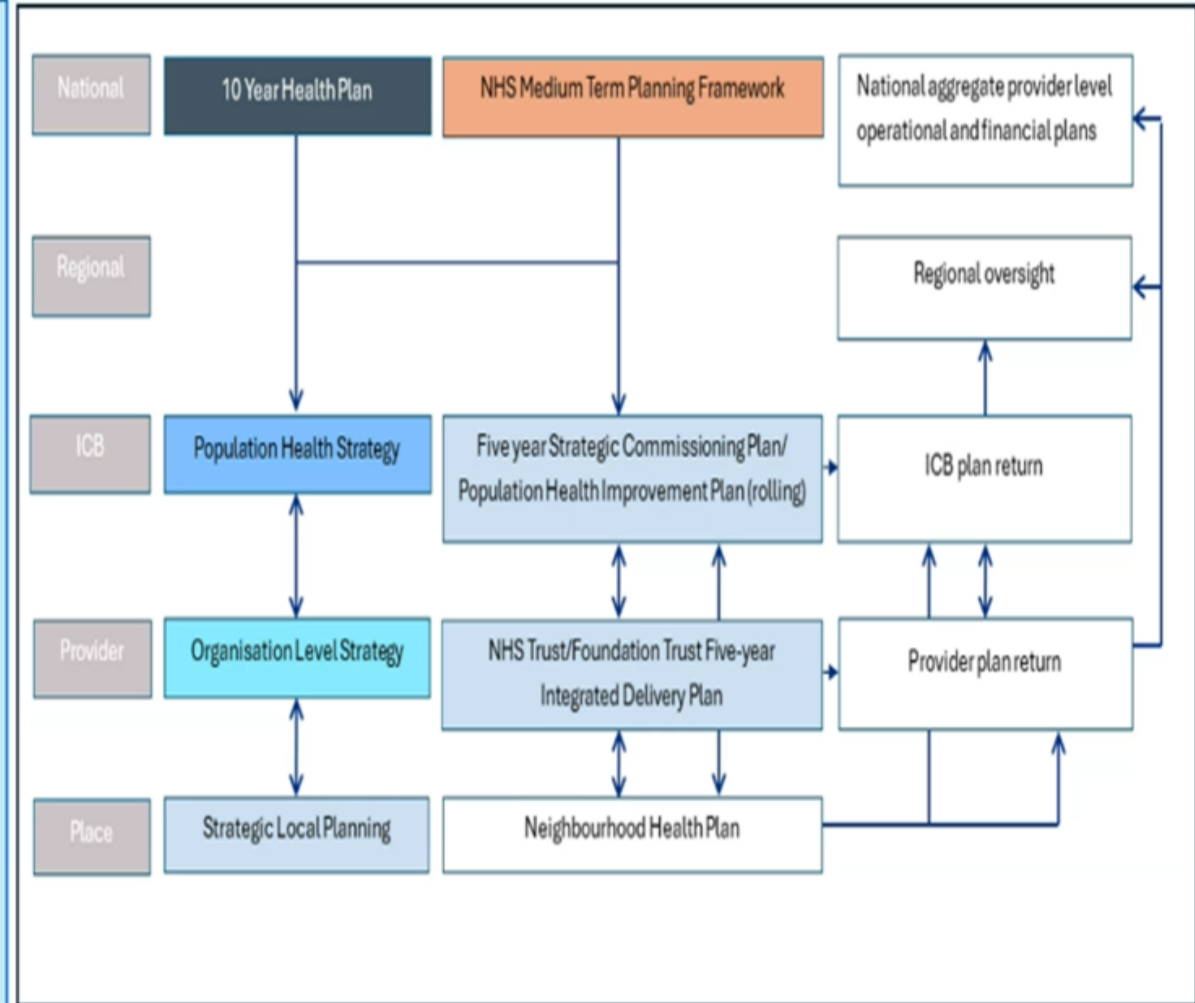


The planning asks....

- Planning footprints are at existing ICB level not cluster, although cluster ICB should look to align where appropriate
- ICBs are required to:
 - develop an evidence-based five year strategic commissioning plan to improve population health and access to consistently high –quality services
 - create outline commissioning intentions for discussion with providers
- Providers are required to:
 - develop a credible, integrated organisational five year plan that demonstrates how national and local priorities will be delivered, including securing financial sustainability
- Five year plans to be year one operational detail, higher level ambitions for years two and three and strategic directions for years four and five
- Consistency is required between ICB and Provider plans

5-year plans will be collected at an organisation level at the full plan submission stage (early February).

The ICB plan will replace the functions of the JFP as well as setting out the strategic commissioning plans.



National Requirements

- NHS England published the [Medium Term Planning Framework- delivering change together 2026/27 to 2028/29](#) on 24 October 2025;
- Shift away from short-term operational focus toward long-term, locally-led improvement across the NHS; underpinning the ambitions of the 10-Year Health Plan;
- Seeks to empower local innovation through a revised operating model and financial regime, supporting major improvements in neighbourhood health services, digital transformation, and quality of care;
- Key national priorities include:
 - **Financial discipline:** 3% real-terms revenue growth and 3.2% capital funding, with all systems to achieve balance or surplus by 2029 and deliver at least 2% annual productivity gains.
 - **Operating model:** Empowering Integrated Care Boards (ICBs) and providers to deliver integrated, prevention-focused care through eight strategic themes: local integration, neighbourhood health, prevention, digital transformation, quality improvement, patient experience, workforce and leadership renewal, and embedding genomics and research.
 - **Operational delivery:** 15 national success measures will underpin performance monitoring through the NHS Oversight Framework, supported by new technical guidance and productivity tools.
- Submission 12 February 2026.

Purpose of the Five Year Strategic Commissioning Plan

Three strategic shifts



- The commissioning plan set out in this paper sets out the ambition of Dorset ICB to further **transform health services over the next five years**, working as part of the wider ICB cluster.
- Takes forward the work previously set out in the **ICP strategy, Joint Forward Plan and Clinical Services Review**, and now incorporates the ambitions articulated in the **NHS Ten Year Plan**.
- Our plan adds further detail to our **commissioning intentions** (approved by the Board last year) for **transforming a range of key services that will deliver the three shifts**.
- **Delivering on these outcomes** will drive the **delivery of our intentions** and be the key metrics by which we will evaluation success.
- The plan is iterative and will be updated annually and will reflect **Place and the developing neighbourhood plans**.

Work we have undertaken to develop our plan

Developed strategic commissioning intentions and engaged upon them with key partners

Developed in collaboration with ICB portfolio and commissioning leads to further develop the commissioning intentions and delivery milestones and timescales

Alignment to the 10-year plan has been central to identify ambitions and opportunities

Developed Integrated Needs Assessment
Based on JSNAs, PHM data, Performance data and insights

Reviewed existing insights including LA public insight reports to ensure our Commissioning Intentions reflected these and tested these back with the public

Completed the Equality and Quality Impact Assessment

Developed with a cluster approach based on the national guidance

Dorset Context- Integrated Needs Assessment

- **Rising demand from an ageing population:** Dorset has an older, growing population with higher levels of long-term conditions and demand for care. By 2040, one-third of residents will be over 65, sharply increasing unplanned activity without early intervention and prevention;
- **Health Inequalities:** Overall outcomes better than England, however there are gaps in life expectancy gap: 6.3 yrs (men), 5.4 yrs (women) between most/least deprived area. CORE20 communities concentrated in coastal PCNs;
- **Growing waiting lists:** Elective, community, and mental health backlogs surged post-COVID good progress has been made in improving waits but we are still not meeting all the constitutional standards;
- **Service Access & Inequalities:** Differences by age, sex, deprivation and ethnicity across urgent care, planned care, cancer, mental health, diabetes, LD&A, maternity and prevention. Deprivation linked to higher emergency use; older people have later cancer diagnosis; data gaps for small ethnic group
- **Workforce:** Systemwide shortages, reliance on temporary/overseas staffing, and pressure on staff wellbeing;
- **Finance:** £2.1bn system budget under significant pressure; efficiencies required to maintain financial balance and invest in priority areas;
- **Digital:** Digital tools and data offer scope to improve efficiency, patient experience, and proactive care, but maturity and investment vary across organisations and risk of digital exclusion.

What people have told us

We reviewed five years of insight from 38 engagement reports across the NHS, councils, VCS and Healthwatch. 11 public engagement events, confirming the themes reflect what people experience “You said – we are doing/planning”.

The key areas that people feel are most important in terms of health and wellbeing are:

- Integration and joined-up working;
- Voluntary and community sector and social connection;
- Prevention and early help;
- Inequalities and inclusion;
- Digital inclusion and choice;
- Mental health and wellbeing;
- Access and barriers to services;
- Communication and information;
- Workforce and relationships;
- Wider determinants of health.

How this shaped the plan:

- “You said – we are doing/planning” tables were shared at 11 public engagement events, confirming the themes reflect what people experience.
- Feedback from these events led to changes in the plan, including:
 - stronger focus on cross-boundary working
 - embedding communication throughout
 - supporting digital confidence while protecting face-to-face choice
 - better consideration of marginalised and ethnically diverse communities
 - greater emphasis on access and people’s lived experiences
 - stronger commitment to co-production with communities and the VCS

Our Five Year Commissioning Plan

Strategic Priorities:

- Neighbourhood-based care;
- Prevention and early intervention;
- Service sustainability;
- Digital and data transformation.

Neighbourhood Health

18 Integrated Neighbourhood Teams in place
Focus on proactive, joined-up local care
End-of-life rapid response & 24/7 advice
Strengthening primary care, pharmacy, oral health

Mental Health, LD and Autism

Earlier access and open-access models
Expansion of CYP support and THRIVE model
Improved physical health checks for SMI
Neighbourhood mental health hubs

Planned Care and Cancer

End-to-end pathway redesign (dermatology, ophthalmology)
AI-enabled triage and clinical decision support
Straight-to-test diagnostics & community models
Improved communication and waiting-well support

Maternity, Women and CYP

Better early years support and school readiness
Improved speech & language pathways
Continuity of care across maternity and early years
Reducing inequalities in CYP outcomes

Urgent and Emergency Care

Hospital-at-home and same-day emergency care
Transfer of Care and Home First
Stronger alternatives to admission
UEC Front Door Transformation
Mental Health Flow Improvement

Digital and Data

Shared digital ecosystem & single patient record
NHS App as main digital front door
Digital skills framework for workforce
Real-time analytics via Dorset Intelligence & Insight Service

Estates and Infrastructure

Community hubs and modern primary care estate
Acute service reconfiguration
Estates utilisation
Net-zero aligned estate development

Finance

Shift investment towards prevention & community
Recurrent productivity improvements
Outcome-based contracts & population-based budgets
Market shaping and sustainability

What this means for Dorset

- More care delivered locally and proactively;
- Better outcomes and reduced inequalities;
- More efficient use of resources;
- Strengthened partnership working across sectors.