

Health and Wellbeing Board

18 March 2025

Health and Wellbeing Strategy Development For Decision

Cabinet Member:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

Senior Leadership Team:

S Crowe, Director of Public Health & Prevention

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Statutory Authority: Local Government and Public Involvement in Health Act 2007

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

1. Executive summary (maximum of 500 words)

- 1.1 This report updates the Health and Wellbeing Board on a process and timeline for developing an outcomes based strategy for Dorset. It is designed to support greater engagement and focus on delivery of key outcomes, through a place-based partnership approach, under the Board.
- 1.2 This will take an iterative approach over the next 6 months or so, recognising that there is significant change in our health and care system. Using an engagement approach should help build support for the importance of this work and identify outcomes that matter to residents and communities. It should provide the board with a clearer picture of the main health and care programmes that will deliver the strategy, and a sense of impact and benefits to residents.
- 1.3 It will be important to incorporate the findings and evidence from the Board's JSNA process as we build this and deliver the strategy as a statutory requirement of the board.
- 1.4 Taking more of a cross-council approach to the strategy through the prevention steering group should also increase visibility of the importance of the Board in delivering on the ambitions of working in a more prevention focused way, in partnership with communities and stakeholders.

2. Recommendation(s)

- 2.1 Approve the approach to develop an outcomes-based health and wellbeing strategy for the Dorset place system by September 2026, noting the work done to date and input from stakeholders and overview committee.

3. Reason for the recommendation(s)

- 3.1 The Council Plan Communities for All priority sets out a clear commitment to investing more in prevention, working with communities and partners. Many of the deliverables can be achieved by having a strategy focused on working differently – i.e. ‘how’ this shift to prevention and working with communities will happen. Alongside this, an outcomes framework that captures the most important outcomes for residents will enable the board to measure progress clearly. The strategy will also support a strong place-based partnership which brings health and care transformation work together in a more visible place under the Board.

4. Context and Background

- 4.1 Dorset Council Senior Leadership Team supported recommendations in a green paper in December 2025 setting out the opportunity for the Health and Wellbeing Board to work collaboratively in a place-based partnership, recognising the changes that were happening in the health and care system. The paper recommended developing a refreshed strategy for the board, supported by an outcomes framework to deliver better outcomes for residents.
- 4.2 The framework and strategy would be developed via a partnership approach – and supported by an internal officer group to ensure cross council connection.
- 4.3 From April 2026 NHS Dorset Integrated Care Board (ICB) will form a cluster along with two other ICBs, covering six unitary authority places - Dorset, Somerset, Wiltshire, Swindon, BCP Council and Bath and North East Somerset.
- 4.4 As the cluster ICB takes on more strategic commissioning at scale (for a population of nearly 3 million) the expectation is for strong place-based working via a partnership established under the Dorset Health and Wellbeing Board.
- 4.5 People and Health Overview Committee were consulted on the outline approach to refreshing the strategy, and gave the following feedback:
- Support for the development of an outcomes framework as part of the strategy
 - Understanding what the NHS changes mean for us and our partners in the health and care system in Dorset
 - Clear definition of what we mean by ‘prevention’

- Understand what ICB strategic commissioning will mean and how do we influence the NHS to move funds away from acute services to prevention.

The strategy approach

- 1.1 What will this approach mean in practice? Over the course of the next half year, the process will:
 - Develop an outcomes framework that is relevant to residents and those working on major health and care change programmes. To do this, we will consider the previous integrated care strategy, place-based partnership principles, relevant measures already in use, including the new Local Government Outcomes Framework;
 - Use a ‘test and learn’ approach, sharing and iterating as we go, with external stakeholders;
 - Dovetailing with the community conversations planned for 2026 as part of our engagement approach.
- 1.2 An officer-based Prevention Steering Group has been set up to oversee this work and ensure the council develops its approach to prevention and outcomes in a joined-up way, avoiding silos and duplication. This will consider prevention activity across the council and ensure prevention focused health and care transformation is overseen by the Health and Wellbeing board with partner and stakeholder involvement.
- 1.3 The Joint Strategic Needs Assessment (JSNA) work will provide a clear narrative and emerging sense of key issues to be incorporated into the work of the Health and Wellbeing Board. This will ensure the work and outcomes are based on evidence, so that we focus on inequalities and health improvement.
- 1.4 The first of four stakeholder engagement workshops took place on 24th February. The group was asked: *We are proposing an outcomes-based strategy for prevention focused health and wellbeing. What would you want to see included to make this work in practice and generate successful results?*
- 1.5 The feedback from the group came under these themes:
 - A shared vision, common outcomes and clear language
 - Focus on what matters to residents and authentic community voice
 - Tackle inequalities and address wider determinants of health
 - System integration, governance and joined up working
 - Data, insight and measure what matters
 - Workforce capacity, pressures and system fatigue
 - Prevention, community capacity and commissioning for outcomes.

Scope

- 1.1 A number of existing programmes will be in scope for the strategy, to be overseen by the health and wellbeing board. A full set of criteria related to the draft outcomes will ensure the appropriate work is included, so that all major

prevention focused transformation can be supported and overseen through this route.

- 1.2 Early examples include Best Start in Life, Future Care, Neighbourhood teams, Day Opportunities, Family Hubs, Thriving Communities, and Age Friendly Dorset.

Timeline

- 1.1 The diagram below shows the proposed stages to get to a draft strategy for the November Health and Wellbeing Board. This includes a monthly Prevention steering Group meeting, four stakeholder engagement workshops and a People and Health Overview committee.



- 1.2 The stakeholder workshops will cover four topics between now and November.
 - Context and why we are taking this approach (held on 24th February)
 - Vision, mission and key outcomes from existing strategies
 - Scope and criteria for major change programmes connected to the strategy
 - Develop the outcomes framework, and how we measure benefits.

1. Alternative options considered

- 1.1 Not having a strategy dismissed – it is a statutory requirement of the board.
- 1.2 Using previous approach of drafting by professionals, sharing with board for consultation. Discounted as experience shows this is not an effective way of building engagement around the importance of the work.

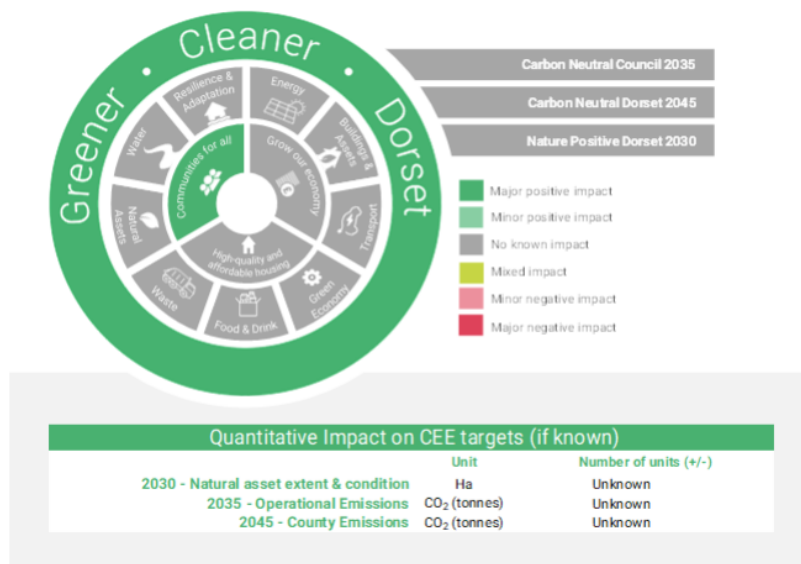
2. Legal considerations

- 2.1 Developing a local Health and Wellbeing Strategy is a legal requirement for the board under the 2012 and 2022 Health and Social Care Acts.

3. Financial implications

- 3.1 The strategy and supporting work on community needs and the outcomes framework will be essential in the ambitions of Dorset Council to develop its prevention approach, working with communities. An effective prevention approach at scale should support the council to be financially sustainable, through meeting needs earlier.

4. Natural environment, climate & ecology implications



5. Well-being and health implications

- 5.1 Having a clear strategy that is owned and supported by partners and communities will be essential in focusing work to improve wellbeing and health of residents and continue to tackle inequalities in health.

6. Other implications

- 10.1 The approach may need to evolve as more information becomes available about the Neighbourhood health requirements, and the way the ICB Cluster will work from April 2026.

11. Risk implications

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

Current Risk: Low

Residual Risk: Low

12. Equalities

- 12.1 An equality impact assessment will be conducted as part of strategy development.

13. Appendices

- 13.1 None

14. Background papers

- 14.1 People and Health Overview Committee report 2nd February 2026

15. Report sign-off

- 15.1 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)