

Health and Wellbeing Board

16 September 2026

Progress update for the refreshed Health and Wellbeing Strategy

For Decision

Cabinet Member:

Cllr S Robinson, Adult Social Care & Health

Local Councillor(s):

Senior Leadership Team:

S Crowe - Executive Director, Housing, Prevention and Communities

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Statutory Authority:

Report status: Public

1. Executive summary (maximum of 500 words)

- 1.1 The Health and Wellbeing board agreed earlier this year to refresh the strategy and include an outcomes framework as the basis for this. A number of engagement sessions have enabled stakeholders to help shape this work. Ahead of the final draft being published, this report explains the emerging outcomes framework and associated delivery groups which will help deliver the improvements envisaged by the strategy.

2. Recommendation(s)

- 2.1 To agree the proposed outcomes framework which will be a key component of the refreshed Health and Wellbeing strategy.
- 2.2 To endorse the proposed delivery groups and life course structure. This has been tested in the June Health and Wellbeing board meeting, the outcomes workshop on 28th July and the place-based delivery group meeting on 23rd July.

- 2.3 To delegate to Sam Crowe (Dorset Council), Dean Spencer (NHS Dorset), Dawn Dawson (Dorset Healthcare) responsibility to set up the delivery groups under the strategy.

3. Reason for the recommendation(s)

- 3.1 Having an agreed outcomes framework will help define the strategy for the board and show a clear link between the work held by the delivery groups and the outcomes the board wants to shift. Strong leadership in each of the delivery groups will help define the work and provide assurance back to the board on delivery.

4. The report

- 4.1 The Health and Wellbeing Board agreed earlier this year to refresh the strategy and revitalise the board to support its aim of delivering prevention-focused integrated care in Dorset. This report sets out a summary of progress to date in developing the strategy, focusing on the draft outcomes framework which is a key part of it.
- 4.2 The strategy and outcomes framework should incorporate council objectives, NHS goals and the aims of the community and voluntary sector, reinforcing the shared commitment to integrated support in the partnership.
- 4.3 A timeframe was agreed to develop the strategy by November 2026, with a number of engagement sessions taking place with partners, as well as updates at the Health and Wellbeing board meetings in February and June this year.
- 4.4 The final engagement session in October will look at how we agree the areas of focus and priority so that the strategy reflects how the Health and Wellbeing board adds the most value to residents through the work that it oversees.

Emerging strategy

- 4.5 The refreshed strategy is still being developed. However, through the engagement session a draft vision and aims has emerged. This gives the context for the outcomes framework set out in this report.

Draft Vision

Dorset will be a county where people can live well - for longer: independent, connected, healthy and active within their communities; where support is available before crisis occurs; where care is delivered locally and personally

when needed; and where more people are enabled to remain in their own homes and communities throughout later life.

Draft mission

The vision is achieved through the action Dorset takes with residents, communities and partners to help people live well, maintain independence, delay or reduce the need for formal care, and avoid crisis wherever possible. It is not a single service or a short-term project. It is a whole-system approach to ageing well, rooted in homes, places, relationships, health, care, income, transport, technology, information and community life.

Overarching aims

The partners of the Health and Wellbeing board will aim to:

- Improve the health and wellbeing of the population
- Reduce health inequalities
- Integrate health and care services

Draft Strategic outcomes (see framework below)

- Children, young people and their families are healthy, thriving and resilient. They feel safe and connected to their community.
- People can live healthy, fulfilling and independent lives, with support in the community to improve wellbeing.
- Older people live independently, with dignity and choice, supported to stay well in their own homes and communities
- Our neighbourhoods are safe, inclusive and connected, with access to nature, making healthy living easier for everyone.

Outcomes framework

- 4.6 This refreshed strategy will align strategic outcomes and priorities in the partnership. It is not intended to cover everything we do across the partnership but will focus on key strategic priorities that deliver the agreed outcomes, with an awareness and connection to related work overseen elsewhere in the system.
- 4.7 An outcomes framework is a useful method to include in the strategy, as it provides a structured approach to cover outcomes across multiple partners. It focuses on the real-world impact for Dorset residents and provides a common language and structure for measuring progress. It is better to focus on a few priority outcomes well, instead of trying to track lots of outcomes ineffectively.

- 4.8 The outcomes support our ambition of working together and sharing priorities. They reflect the priorities of our partners in health and care; the council, NHS, voluntary and community sector.
- 4.9 The draft outcomes are set out below and are based on the life courses Starting well, Living well, Ageing well; and Healthy places.

STARTING WELL

Children, young people and their families are healthy, thriving and resilient. They feel safe and connected to their community

We support the development, wellbeing and physical and mental health of young people, from early childhood to adulthood, supported by strong, confident families.

Strategic focus:

- Early years development
- Youth mental health
- Family resilience

Measures:

- School readiness
- Children's healthy weight
- Children's mental health wait times and outcomes

LIVING WELL

People can live healthy, fulfilling and independent lives, with support in the community to improve wellbeing

We work to reduce health inequalities across Dorset, making it easier for adults to stay physically and mentally well, prevent long-term illness and get help early when they need it.

Strategic focus:

- Community engagement
- Reducing health inequality gaps
- Healthy lifestyles
- Learning disabilities

Measures:

- Healthy Life expectancy at birth
- Adult non-smoking, physical activity, alcohol within recommended limits
- Age of diagnosis for major conditions
- Adult mental health wellbeing scores

AGEING WELL

Older people live independently, with dignity and choice, supported to stay well in their own homes and communities

We help older adults to maintain their independence for as long as possible, preventing unnecessary hospital stays and ensuring care is centred around what matters to them.

Strategic focus:

- Later life
- Ageing at home
- Dignity
- Frailty prevention
- Independence

Measures:

- Emergency hospital admissions due to falls 65+
- Older people still at home after hospital discharge
- Social isolation and loneliness metrics older adults
- Dementia diagnosis rates and support quality
- Service users feel supported

HEALTHY PLACES

Our neighbourhoods are safe, inclusive and connected, with access to nature, making healthy living easier for everyone

We create and look after local environments that support health, ensuring safe streets, accessible green and blue spaces and strong community connections.

Strategic focus:

- Environment and setting
- Housing, homelessness, poverty
- Access to green/blue spaces
- Active travel
- Physical activity
- Community safety

Measures:

- Residents with easy access to quality green/blue spaces within a 15-minute walk
- Perceptions of safety and local community strength
- Physical activity groups
- Satisfaction with your local area as a place to live

Delivery Groups

- 4.11 The board agreed in June the principle of having delivery groups aligned to life courses. The board itself will focus on the strategic direction, monitoring progress against the overarching aims and outcomes. The delivery groups will oversee the work, connections and achievements of priority programmes within each life course, providing updates to the board at regular intervals.
- 4.12 The idea behind having the delivery groups structured around the three life courses and Healthy Places is to enable focus on detailed delivery outcomes at this level, so the board remains focused on strategic outcomes and overarching partnership cohesion.
- 4.13 These groups do not own the work of the delivery programmes but provide a clear reference point to join up related work, understand the added value of aligning partnership work and focus on the most important programmes that contribute to achieving strategic outcomes. Where there is a strong connection with work managed elsewhere, it helps to have awareness and understanding so that the Health and Wellbeing Board can support, advocate and champion relevant programmes.

Examples of mapping delivery to outcomes

- 4.14 As explained above, the delivery groups are set up around the life courses as a way of structuring and organising the work that contributes towards achieving the strategic outcomes. By having the insight into specific programmes they can draw out the added value and see the bigger picture by looking across the themes.
- 4.15 The delivery programmes will identify specific outcomes and measures, that contribute to one or some of the strategic outcomes, they can provide measures by proxy for the overarching outcomes.
- 4.16 The table below shows the initial view of proposed priority programmes mapped to the delivery groups and life courses. The larger ticks show the programmes that are the highest priority with the largest contribution to the life course. Smaller ticks show a lesser degree of priority and importance.

	Starting well	Living well	Ageing well	Healthy places
Best start in life	✓	✓	✓	✓
LiveWell Dorset		✓	✓	✓
Neighbourhood Health	✓	✓	✓	✓
Age Friendly Dorset	✓	✓	✓	✓
Future Care		✓	✓	✓
Better Care Fund		✓	✓	✓
Thriving Communities		✓	✓	✓
Physical Activity	✓	✓	✓	✓

- 4.17 It is important to note that this is not exact science, the mapping is to the most relevant outcome, highlighting major connections and minor connections.
- 4.18 What this shows is that overseeing a group of programmes by outcomes and life stage, allows the board to see the bigger picture, join the dots and get a better result by making sure programmes align through connected delivery.
- 4.19 Some programmes are relevant for Health and Wellbeing outcomes but are owned and governed elsewhere. There is no need to duplicate reporting and oversight, but delivery group members should be aware of these relevant programmes and understand how they help contribute to the Health and Wellbeing outcomes. An example of this would be SEND reform, or the Local Plan where there are elements that support the health and wellbeing outcomes.

Measures

- 4.20 The proposed measures at the strategic outcome level are deliberately broad and long term. This matches the level of the outcomes and the strategic purpose of the board. These are also existing or emerging measures where data is readily available to demonstrate progress.
- 4.21 The delivery programmes, overseen by the delivery groups, will provide some proxy measures as an additional way of checking progress towards these outcomes. There will not be a one-to-one map of measure to outcome.
- 4.22 The Health and Wellbeing board will hold an annual review of the strategy and the outcomes, which will allow assessment of progress, celebrate success and identify where further attention is needed for the following year. The annual review process will also enable the strategic outcomes to be adapted to meet changes in context and goals.
- 4.23 The review process will include learning and innovating from good practice elsewhere to enhance the target outcomes and continue to improve the means of achieving them for Dorset residents.

Next steps

- 4.24 Complete the draft Health and Wellbeing strategy. This will include principles for system working and more detail on how the delivery groups will operate.
- 4.25 Hold the final engagement session on 15th October. This will look at where the board and partners put the focus, what adds most value to achieving our outcomes.
- 4.26 Present the strategy to the Health and Wellbeing Board for approval on 18th November 2026.

1. Alternative options considered

- 1.1 Not having a strategy – dismissed as it is a statutory requirement of the board.

2. Legal considerations

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

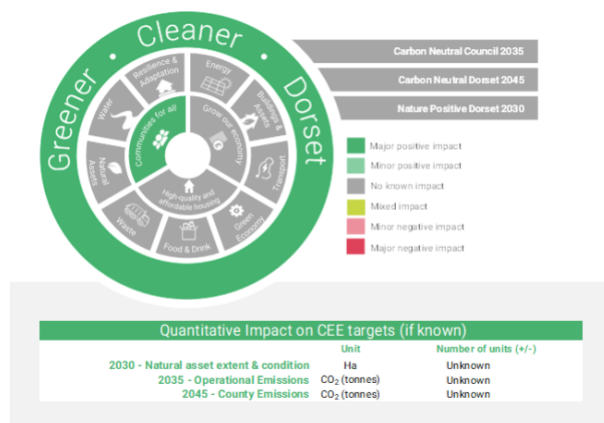
7. Financial implications

- 7.1 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.

8. Natural environment, climate & ecology implications

8.1



9. Well-being and health implications

- 9.1 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

10. Other implications

The strategy and approach to delivery will evolve as the NHS plans for the ICB cluster and the neighbourhood health plan develop. Additionally, any developments in devolution may influence the future direction of the strategy.

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 is finalised.

13. Appendices

- 13.1 None

14. Background papers

14.1 None

15. Report sign-off

15.1 This report has been through the internal report clearance process and has been signed off by the Director - Assurance & Governance (Monitoring Officer), the Director - Resources (Section 151 Officer) and the appropriate Cabinet Member(s)