

People and Health Overview Committee

2 November 2026

Draft Health and Wellbeing Strategy

For Review and Consultation

Cabinet Member:

Cllr S Robinson, Adult Social Care & Health

Local Councillor(s):

Senior Leadership Team:

S Crowe - Executive Director, Housing, Prevention and Communities

Report author and job title: Sam Crowe, Executive Director, Housing, Prevention and Communities

Email: sam.crowe@dorsetcouncil.gov.uk

Statutory Authority:

Report status: Public

1. Executive summary (maximum of 500 words)

1.1 A new strategy for the Health and Wellbeing Board has been developed this year, following an initial review of the approach and aims at this committee in February. The strategy development has been carried out with the engagement of partners and stakeholders, and updating the Health and Wellbeing Board with regular progress.

1.2 The strategy is based around four strategic outcomes which are framed under the headings Start Well, Live Well, Age Well and Healthy Places. This structure allows the board to focus on broad strategic priorities relevant to residents and partners.

1.3 Delivery of the strategy will be overseen by delivery groups aligned to these strategic outcomes, where the detailed programmes can be managed, and partners come together at a place based level.

1.4 The board will review progress at its quarterly meetings, and will review and update the strategy and outcomes annually to reflect changing priorities and local need.

2. Recommendation(s)

2.1 That the Committee reviews the draft strategy and supports the approach using four strategic outcomes as the framework and the use of delivery groups to oversee programmes and progress.

3. Reason for the recommendation(s)

3.1 That the draft strategy can be presented to the Health and Wellbeing Board for approval. Having an approved strategy will enable the Health and Wellbeing Board to act effectively as the partnership space for prevention focused integrated health and care in Dorset. The outcomes framework provides a structure and focus to manage priorities and coordination of effort across the partner organisations. The delivery groups will manage the detailed programmes and work making sure that delivery supports the outcomes, work is coordinated and priorities are aligned.

3.2 Feedback from this committee can be provided to the Health and Wellbeing board meeting on 18th November as clearance dates don't give time to make amendments in advance. Final publication of the strategy will incorporate feedback from both meetings.

4. The report

Introduction

4.1 The Health and Wellbeing board is statutory partnership board, responsible for promoting prevention focused integrated care in Dorset. Statutory functions include undertaking a joint strategic needs assessment, developing a strategy, undertaking a needs assessment for pharmacy services, oversight of the Better Care Fund, and ensuring the work of the Safeguarding boards is considered.

4.2 The strategy for the Dorset Health and Wellbeing board was due to be refreshed at a time when the Integrated Care Board (ICB) is changing to a cluster arrangement covering six unitary authority places, and Dorset Council is focusing on prevention. This provided an opportunity to update the approach and priorities for the Health and Wellbeing Board to improve place based partnership working and support the left shift on prevention including from hospital to communities. It supports the council plan priorities of Communities for All and Prevention in line with partnership working.

Timeline

4.3 The emerging strategy has been developed through these meetings for input and approval:

- December 2025 Green Paper to Dorset Council Senior Leadership Team setting out the opportunity for the Health and Wellbeing Board to work collaboratively within the partnership.
- 2nd February 2026 People & Health Overview Committee. Set out the approach to building the strategy with full engagement of partners and stakeholders.
- 18th March 2026 Health and Wellbeing Board. Setting out the approach and timeline for refreshing the strategy and developing an outcomes framework.
- 17th June 2026 Health and Wellbeing Board. Presentation on developing the board and its purpose under the emerging strategy, with delivery groups overseeing the programmes.
- 16th September 2026 Health and Wellbeing Board. Progress update for the refreshed strategy and outcomes framework.

Engagement sessions

4.4 Four stakeholder engagement sessions were planned as part of the development of the strategy. Attendees included representatives for Dorset Council, health services, voluntary and community sector and wider system partners.

4.5 The sessions held were:

- 24th February 2026 – developing an outcomes based strategy
- 21st May 2026 – developing a vision for Dorset
- 16th July 2026 – delivering the priorities
- 15th October 2026 – adding value with meaning and purpose

4.6 There was a clear and consistent message from stakeholders, that improving health and wellbeing in Dorset requires a greater focus on prevention, early intervention and the wider determinants of health (such as housing, employment and access to green space). Stakeholders highlighted the importance of designing services around what matters most to residents, strengthening communities and the voluntary sector, and creating simpler, more integrated systems with shared outcomes and accountability.

Overall, there was a clear message that delivery should build on existing programmes that share common characteristics: prevention, community-based support, holistic approaches and trusted local relationships. Participants also highlighted the need for stronger governance, better data sharing, improved collaboration across organisations, and success measures that focus on outcomes such as quality of life, belonging, purpose and community connection.

Development of the strategy

4.7 The approach taken in developing this strategy was to focus on priorities and strategic outcomes, with the aim of enabling the board to work at a strategic level across the partnership. The aim is for an evolving strategy that reflects progress and emerging priorities and is relevant to residents.

4.8 An internal officer group for Dorset Council was established to ensure a whole council approach was taken, with directorates working together on prevention, avoiding silos and duplication. The engagement with partners and stakeholders, together with progress updates to the board during development, supported an iterative process with feedback being incorporated during the process.

4.9 Refreshing the strategy allowed the board to consider its purpose driving integration, prevention and place based leadership. This means a strategic focus on priorities and outcomes at board, and detailed oversight of programmes through the delivery groups.

Outcomes Framework

4.10 An outcomes framework provides a structured approach to cover broad 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.

It focuses on top priorities at strategic level, with measures that are already available to monitor progress. It allows detailed delivery work to be organised under the strategic outcomes where place-based delivery can happen.

4.11 The strategic outcomes in the strategy are as follows:

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

Delivery groups

4.12 The concept of delivery groups led by senior officers and partners enables strong leadership of the work and will provide assurance back to the board. They will provide clear updates to the Board on progress and issues for escalation.

4.13 Major programmes will be grouped by outcome, to manage the connections and shared achievements. This will show the added value of aligning partnership work,

and connection to related work managed elsewhere in the system and help see the bigger picture.

4.14 Focusing on the detail here will allow the board to remain strategic. The delivery groups will have space to focus on the main programmes linked with outcomes in the strategy. It helps simplify where the work in the place partnership happens. The groups will advocate for the move to prevention, to avoid demand, and prevent ill health. They will review and develop detailed metrics as programmes develop

4.15 This table show the initial view of current programmes aligned to the strategic outcomes

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

4.16 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.

4.17 The Health and Wellbeing board will hold an annual review of the strategy and the outcomes, which will allow assessment of progress, to celebrate success and to 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.

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.

5. Alternative options considered

5.1 Not having a strategy – this option is dismissed as it is a statutory requirement of the board.

5.2 Using a previous approach of drafting by professionals, sharing with the board for consultation. Discounted as experience shows this is not an effective way of building engagement around the importance of the work.

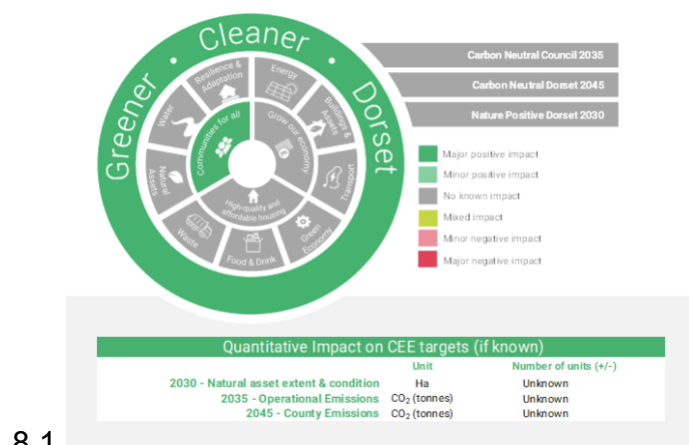
6. Legal considerations

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, through this strategy, 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

- 10.1 The approach may need to evolve as the Neighbourhood health plan and the ICB Cluster will develop in 2027.

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 Equality impact assessments are provided for individual programmes within the emerging delivery groups.

13. Appendices

- 13.1 Appendix 1 – Draft Health and Wellbeing Strategy

14. Background papers

- 14.1 Health and Wellbeing board reports 18th March, 17th June, 16th September 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 Assurance & Governance (Monitoring Officer), the Director for Resources (Section 151 Officer) and the appropriate Cabinet Member(s)