



City of York Council

Adult Social Care Strategy

2024 / 2025



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Introduction

I am delighted to introduce the 2024 strategy for Adult Social Care in York. This strategy sets out our current challenges and ambitions, and the ways in which we will delivery Adult Social Care services that make a real difference to the lives of those who live in York.

Adult Social Care and Support Services are essential for everyday living, health, wellbeing and safety of thousands of people in our City. Whether we are providing the best information and advice to help people stay safe and well, making sure people have equipment or support to help them manage in their day-to-day lives, or providing care through 24-hour support: what we do is essential, and we want and need it to be of the very highest quality.

We want people in York who have care and support needs to have the best possible quality of life, with the opportunity to make choices and engage with those things that are most important to them and make their lives worthwhile. This is not just some idle statement; this is important because people who report better quality of life – a 'good' life - stay well and live independently for longer.

We need to support families and carers in our community to be well and continue their supporting role, we need our staff and the wider social care workforce to feel supported, empowered and valued in this work, we need a thriving marketplace of options that support choice and control.

In order to deliver on our priorities, we know that we will need to strengthen our relationships with our health colleagues and partner organisations, and that we will need to keep engaging and supporting local care providers. We will continue to build relationships with the voluntary sector and our communities. We know that we will have to do more to support and invest in our workforce and to use the information and feedback we have better to listen, inform, learn and improve as we make this journey. We have to face real and difficult choices due to financial constraints and budget pressures.

This strategy does not stand alone, it is an integral part of the delivery of the wider Council Plan commitments of a healthier, fairer, more affordable, more sustainable and more accessible city where everyone feels valued. It is through a commitment to excellent Adult Social Care Services delivered by valued staff, supported by strong leaders and effective partnerships that we play our part in that vision.

It is our vision that York is a place where we recognise the unique strengths of individuals and communities. We support people to live happier, healthier, longer and more independent lives, reducing inequalities. We work in partnership to provide support at home that is accessible, affordable, safe, high quality, and promotes fairness and independence.

Supported by a valued workforce, a thriving market and strong partnerships, we will deliver the kind of care and support that enables the people of York to live their best lives.



Director of Adult Social Care
& Integration



About Adult Social Care

Adult Social Care and Support covers a wide range of activities to help people live independently, support wellbeing and helping people to stay safe. It can include:

- Supporting people within their own homes, also known as home or 'domiciliary' care.
- Supported accommodation, which is housing that has an element of on-site support, such as Extra Care Housing or Supported Living Schemes.
- Support in day centres which offer recreational or community activities for people who require extra support.
- Support to help people stay active and engaged in their communities.
- 24-hour Care provided in residential and nursing homes.
- Services that help people to retain or regain their skills and confidence after a period of illness or hospital stay, such as reablement or rehabilitative services.
- Providing assistive technology, aids and adaptations for people to use in their homes.
- Providing information and advice and preventative services to help people stay safe and well and independent for longer.
- Providing support to unpaid carers in our communities.
- Supporting people to engage in work, training, education or volunteering and to socialise with family and friends.
- Providing safeguarding services for people with care and support needs who may be at risk of abuse, neglect or harm.



These offers of support are available to people of all ages who have eligible needs – including young people moving into adulthood who may need support, people of working age and older people.

The diverse range of those supported by Adult Social Care include autistic people, people with a learning disability or physical disability, people with mental health conditions, people with dementia, and other people with long term conditions as well as their carers.

Adult Social Care key statutory duties under The Care Act 2014:

Providing preventative services and information and advice to reduce, prevent or delaying the need for care and support.

Assessment of people's needs, the creation of care and support plans; financial assessments; and a duty to meet eligible needs .

To Promote integration between health and social care services including integrated commissioning of care and support.

Adult Social Care has a duty to promote individual wellbeing – known as the wellbeing principle – to put wellbeing at the heart of care and support.

To Safeguard adults at risk of abuse, harm or neglect and establish a Safeguarding Adults Board to ensure the safety of those with additional needs.

To engage in "Market shaping" to promote quality, choice, ensure sufficiency of provision; and establish contingencies for provider failure.



Context In York

Demand for Care and the Population of York

York is a growing city, and it is also an aging city. York has a total population of 204,551 people, 16% of which are aged between 65 and 84 years, and 2.8% are aged 85 and above.

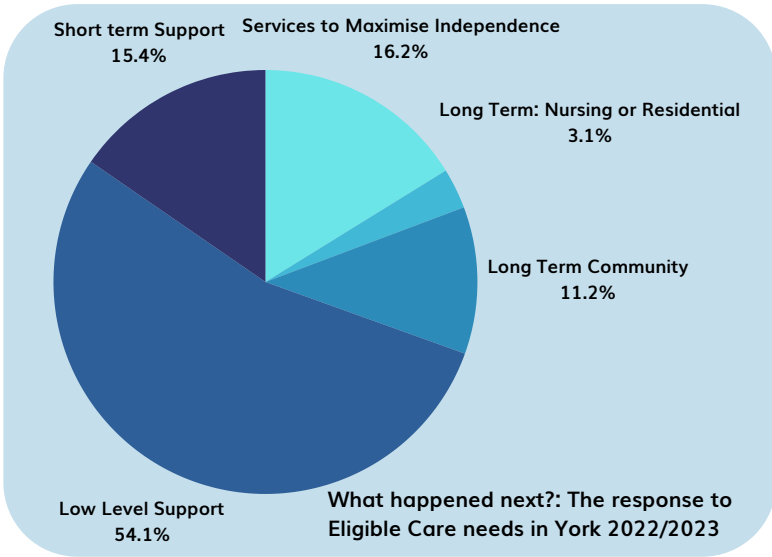
The trend for York, as it is across the country, is one of increasing demand. There are more people with long term conditions that require Social Care Support, more people have a higher incidence of two or more conditions at the same time, and people are living longer with those conditions.

In 2022/23 a total of 2,535 adults received long term support through the council during the year. This included 950 people of working age (18-64), and 1,585 that were aged 65 and over.

Adult Social Care received 5,945 new "requests for support" in 2022/23 with 1,295 of these coming from working aged adults aged 18 to 64 and 4,650 coming from adults aged 65 and over.

8 out of 10 of these requests were assessed as not requiring further support and in many cases were signposted to other options.

The remaining c.1260 requests for support were met with services ranging from low level and short term support, to services designed to reable and rehabilitate, to longer term option either in community or in 24-hour care.



As the population continues to age and live longer with conditions that requires Care and Support, this increasing demand will place significant pressure on the Adult Social Care market and the finances of the council.

Resources and Expenditure

There is a significant pressure on finances and budgets, and number of factors contribute to an extremely challenging situation for Adult Social Care. In York we commission the majority of care from the independent sector where the costs has been rising through uplifts to the National Living Wage and other inflationary pressures like food and fuel.

There is an increased reliance and expectation on social care to support the NHS with hospital discharges, and to support people with increasingly high needs at home. Where there are significant levels of health needs being supported alongside Social Care and Support, we need to be able to share that cost with partners.

Issues such as austerity, the pandemic, and cost of living crisis have put pressure on families and vulnerable communities in York, resulting in more people than ever having to approach the local authority seeking support.

In the face of multiple pressures, it is clear that it is a combination of getting our practice model right, supporting our staff with skills and training, and finding additional resources and capacity to focus on our approach are essential elements to managing demand and resources. In addition, we will need to see significant shifts in elements that, although we can work to influence these, remain outside of our direct control, such as reductions in the price we pay for care, the contributions we receive from partners, the numbers of people seeking care and the amount of service which people need to receive, in order to manage within our budget.



Context In York

Our Workforce

It is widely recognised that our Social Care workforce in York are our biggest asset, and that the ambitions set out within this Strategy could not be achieved without them. It is also fully understood that they must be better supported and valued in this work. This includes:

- The staff working within the Adult Social Care Directorate, made up of skilled Occupational Therapists, Social Workers, Mental Health Professionals and pre-qualified staff and assistants;
- Health staff working in jointly funded roles within the local authority;
- Social care staff in health care settings;
- Staff in commissioning, finance and supporting roles;
- The independent and private sector Staff in the provider services;
- Voluntary and community sector supporting those with social care needs;
- Personal assistants, unpaid carers and families;
- Volunteers working within adult social care settings.



Our [Adult Social Care Workforce Strategy](#) sets out the approach, ambitions for our wider workforce in York.



Vision

Our vision for the social care workforce in York is:

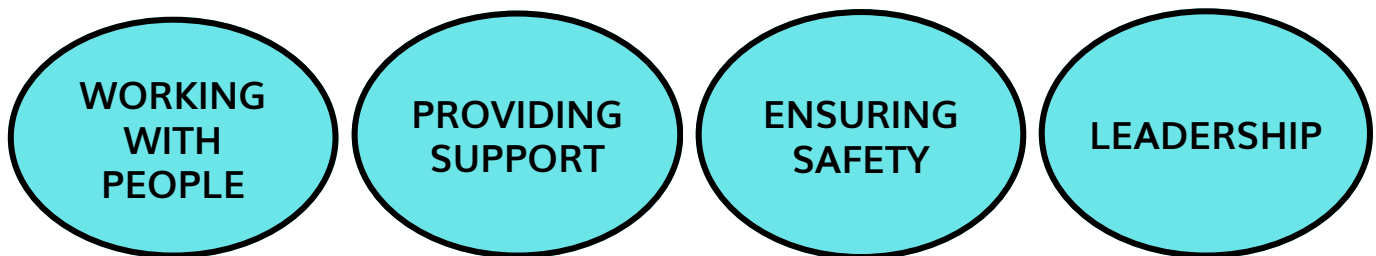
- A Social Care workforce that feels that their role is valued.
- Staff retention is improving in this sector as people choose to continue their care and advance their careers.
- Social care is seen as a desirable and rewarding career in which people can grow and develop progress, and potential employees understand the necessary personal qualities.
- Services are operated with safe and sustainable staffing to ensure quality consistent care of residents.
- Opportunities to enter the care industry and assistance with growth are provided to those who are economically disadvantaged.

Priority areas for local authority staff

- Support and Training in preparation for new strength-based practice model.
- Recruitment and retention to increase capacity and reduce workload pressures on current staff.
- Increasing wider support to Social Care staff around finance and administrative tasks to allow a focus on care priorities.
- Improving and enhancing information for frontline teams on workload, quality, and performance to support delivery and improvement.
- Improved training and support for staff on the Mosaic Case Management System.

Care Quality Commission - Inspection Framework

The Care Quality Commission's (CQC) annual assurance process began in April 2023. Under the Health and Care Act 2022, the CQC will undertake a baseline inspection of all adult social care directorates over the next two years. The assurance process will look at adult social care through four main themes and a number of sub themes.



Preparation for this inspection and a full understanding of our areas of strengths and weakness, a comprehensive view of our performance, necessary plans for action and improvement, strong partnerships across community, health, Housing and Childrens' Services, as well as positive experiences of all those providing and experiencing care and support will be essential.



Our Vision

York is a place where we recognise the unique strengths of individuals and communities. We support people to live happier, healthier, longer and more independent lives, reducing inequalities. We work in partnership to provide support at home that is accessible, affordable, safe, high quality, and promotes fairness and independence.



This vision does not stand alone, it is an integral part of the delivery of the wider Council Plan commitments of a healthier, fairer, more affordable, more sustainable and more accessible city where everyone feels valued. It is through a commitment to excellent Adult Social Care Services delivered by valued staff, supported by strong leaders and effective partnerships that we play our part in delivering that future for the people of York.

The vision reflects the expectation of people at the heart of care, our commitments to quality and improvement, our intention to reshape and refocus our practice model, our requirement to work more effectively with our partners inside and outside the local authority, health and care services and our communities.

Our Commitments

We are committed to the best possible care and support for people in York. This means:

- Taking a Strength and Asset Based Approach to care and support.
- Using our skills, technology, innovations, design, aids and adaptation to help everyone live longer at home.
- Promote wellbeing for everyone in our city, whether they are at risk of care and support, caring for others or using our services.
- Keeping people well and safe from abuse, harm or neglect.
- Joining up with Partners across the council and in the NHS and communities to provide holistic support.
- Making best use of the limited resources we have to provide the best care in a sustainable way.
- Valuing and supporting the many unpaid carers in our city who provide a vital role in the lives of others.
- Value and respect our workforce, making Adult Social Care York a place where people want to work and always give their best.

Our Approach

The vision breaks down into 4 key delivery themes and 4 key supporting themes. The Delivery Themes are those things that adult social care must do in order to achieve its ambitions and statutory requirements. The Supporting Themes outline the strategic connections and support needed to deliver these successfully.

Delivery Themes

- A Focus on Communities and Individual Strengths
- Delivering High Quality and Flexible Support
- Strength Based Practice Model
- Ensuring Safe and Equitable Services

Supporting Themes

- A Supported and Valued Workforce
- Effective Data and Intelligence for decision making
- Strong Partnerships across all sectors and services
- Effective management of our resources and budgets



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We support people to live happier, healthier, longer and more independent lives, reducing inequalities.

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Our Commitments

Taking a strength-based approach

We are committed to enabling people to live as independently as possible, drawing on people's own strengths and doing the things that are important to them, making use of what's available in local communities.



Helping People Stay at Home

We will look at how we can adapt people's homes and provide equipment or if unable to do so explore alternative accommodation to enable people to live an independent life more easily.



Wellbeing for all

We will help people think about the support they need and plan for how they can live the best life possible both now and into older age. We will enable people to find solutions that work best for them.



Keeping People Safe

We will help people stay well and safe from harm and abuse, working alongside other organisations when we need to, and supporting people to make their own choices.



We will work closely within the Council and with different organisations to support people to achieve what is important to them. We will work with organisations providing support to ensure safe and quality services.

Joined up Care and Support



We will aim to provide the right amount of support to meet people's needs and outcomes. In providing appropriate support, we consider costs and will look at innovative ways to deliver care and support.

Making best use of our resources



We recognise, value and support the vital role of unpaid carers and will support them in their caring role, as well as supporting them if their caring responsibilities change or end.

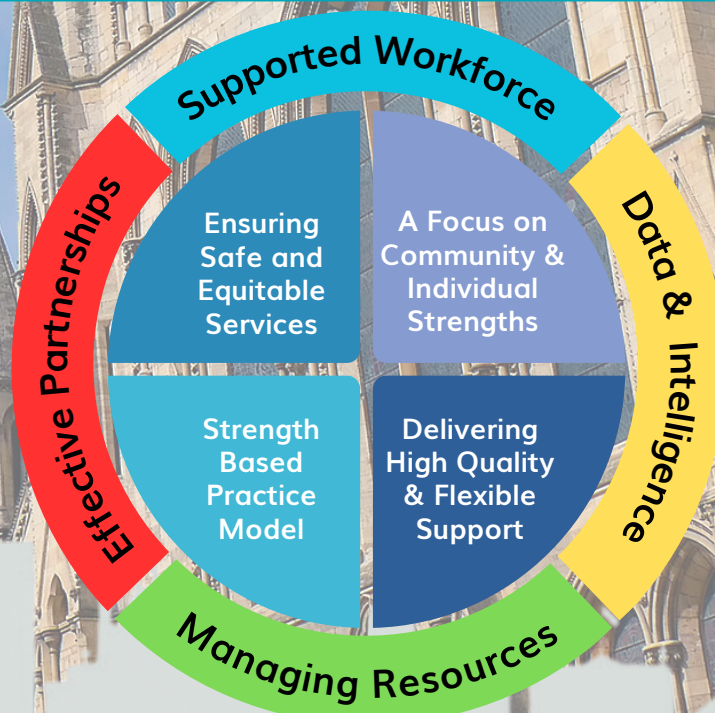
Valuing Carers



We have a valued and respected Adult Social Care workforce and will support and develop our own and those of our partners, equipping them with the skills, knowledge and values to provide effective care and support.

Supporting our workforce

Our Approach



Theme 1: A Focus on Communities and Individual Strengths

This theme sets out our intention to build upon the strengths of individuals and communities to help people stay connected and independent outside of statutory services for as long as possible. Instead of looking at residents and those people who may need care and support in the future as a collection of needs to be met or problems to solve, we actively seek to see everyone as unique individuals who will have strengths, assets, talents and aspirations.

We also understand that it will be through influencing partners to make the best of design of universal assets of place: such as accessible transport, well designed homes, open green spaces, community options, public health messaging and social activities, that we can reach many thousands of people early with good habits and opportunities to stay well long before the need for care and support may arise.

It is through understanding this link between wellbeing and health, and by focusing on these aspirations and opportunities to build and maintain a 'good life' for people, that we can instil a good level of wellbeing in our population. This way we can avoid the unnecessary costs and hardships of preventable illnesses, social isolation and the early physical or mental decline that leads to reliance on services.

This thinking does not start and end with prevention or apply only to people who are currently outside of services but is an essential element of strength-based social work practice (See Theme 3).

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



- Working With People: Information & Advice
- Working With People: Prevention
- Working With People: Supporting Healthier Lives
- Working With People: Wellbeing



What we will work towards:

- Provision of accurate, coherent, accessible and available to all people in the area when they need it, including for people who fund their own care and support, and for unpaid carers to enable them to make informed decisions about how their care and/or support needs can be met.
- Contribute to the delivery of range of services, facilities and other measures to promote independence, and to support people to prevent, delay or reduce their needs for care and support, delivered by a diverse range of providers, working collaboratively across the system.
- A co-produced strategy to prevent, delay or reduce care and support needs including those of unpaid carers and self-funders and a coherent and adequately resourced delivery plan.
- Ensuring equal access to preventative measures that are not subject to eligibility criteria, for example, equipment, adaptations, reablement. Ensuring that charging arrangements are not a barrier to access.
- To devise an appropriate framework to monitor and evaluate the impact of our prevention strategy and the outcomes for individuals and our community.
- Promotion of innovative approaches to prevention activity, for example technology and digital innovation.



Theme 2: Delivering High Quality and Flexible Support

This theme is at the core of what we do in Adult Social Care. By understanding the needs of our local population and having clarity about how the market can and could provide care and support, we can promote and shape the kind of care and support services meet needs, improve people’s well-being, keep them safe, and help them reach their goals.

Our All Age Commissioning Strategy and our All Age Market Position Statement set out the plans and ambitions for Care and Support in York for the coming years, including supporting the teams of skilled commissioners & contract managers to develop ever-better partnerships and services in York that are inclusive, accessible, and responsive to the needs of City residents and its communities. It sets out the intent to commission services that take strength-based approaches, so that the new practice model working within the local authority has a natural connection to the day to day services and support people get , which themselves will aim to improve outcomes and build strengths. We are committed to commissioning quality services that are flexible, and work when and where people need and want them.

We will promote and improve Direct Payments and Individual Service Funds to maximise people’s choice and control in planning and managing their own day-to-day care and support.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



- Working With People: Experience and Outcomes
- Working With People: Direct Payments
- Providing Support: Commissioning
- Providing Support: Market Shaping



What we will work towards:

- Work to understand the care and support needs of people and communities, including people who fund or arrange their own care, now and in the future and use this information to shape and develop the market so that people have access to a diverse range of local support options to meet their care and support needs that are safe, effective, affordable, high-quality, and available when, how and where people need them.
- Develop commissioning strategies are co-produced with stakeholders and people in the local community which are aligned with both good outcome and the strategic objectives of partner agencies (e.g. health, housing, public health).
- To continue to provide high quality responsive intermediate care and reablement services to enable people to return to their optimal independence.
- Work collaboratively with partners so that contracting arrangements are person-centred, efficient and effective. These support the delivery of high-quality care, experiences and outcomes for people.
- Establish and communicate our ambition and objectives regarding improving outcomes for unpaid carers, with a coherent and adequately resourced delivery plan.
- Provide timely access to high-quality replacement care for short breaks and unplanned situations for unpaid carers.
- Actively engage in co-production with carers and people at the heart of care and support as equals to bring their experiences and ideas and designs of what care should look like in order to suit the needs of the people of York.



Theme 3: Strength Based Practice Model

A practice framework brings together, in an accessible way, an organisations approach to practice, identifying what underpins the work, how this informs interventions and as an organisation how we support front line practice. An effective practice framework also identifies approaches to understanding the experience of the person receiving any intervention and support.

Our focus is on the promotion of independence, and this continues to be at the heart of the way we work and provide support. Essential to the delivery of this is taking 'strength-based' practice approach. Strengths-based approaches are key to effective social work, occupational therapy, social care interventions and achieving the best outcomes for people.

The Care Act 2014 emphasises that local authorities should consider the person's own strengths and capabilities, and what support might be available from their wider support network or within the community to help.

How we expect our staff to operate, the tools they are required to use and the support available in order to deliver positive outcomes for adults and their carers is what our practice framework will be designed to achieve.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



Working With People: Assessments

Working With People: Planning

Working With People: Reviewing



What we will work towards:

Development of a practice model that reflects:

- People's right to choice in their care and support, an approach builds on strengths and assets, reflects what they want to achieve and how they wish to live their lives.
- Assessment and care planning arrangements will person-centred, strengths-based, timely and accessible, and focus on outcomes for people; assessments and care and/or support plans are co-produced, and up-to-date; support is co-ordinated across different agencies and services and decisions and outcomes are transparent.
- The needs of unpaid carers are recognised as distinct from the person with care needs; assessments, support plans and reviews for unpaid carers are undertaken separately.
- People have access to independent advocacy services to support adult and unpaid carers with assessment, care and support planning or review if required.
- The local authority designs the system and services around people who need care and support and unpaid carers and the outcomes that are important to them.



Theme 4: Ensuring Safe and Equitable Services

We must ensure that there is equality of access for people with different cultural/protected equality characteristics. We have committed to being proactive in engaging with people more likely to have poor care, and to actively seek out the experiences and of groups and communities that are seldom heard. We do this in order to understand the specific barriers to care and support experienced by them, and to reduce inequalities in services or health and wellbeing outcomes.

We work with others to make sure that safeguarding the most vulnerable people in our city is everyone's responsibility. We make sure that the prevention of abuse and neglect is seen as a key priority for all agencies.

Within our services we work together to ensure that the practice of care and support is carried out with dignity, respect, compassion and choice. This is especially important when people move between care organisations or locations, and we must ensure safety and quality in continuity of care.

We understand that the prevention of abuse and neglect relies on developing and maintaining a culture where poor practice can be challenged and addressed and that the needs and rights of the Adult are always considered and promoted. This is what we will promote and foster.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



Working With People: Equity and Equality

Ensuring Safety: S.42 Enquiries

Ensuring Safety: Safe Systems

Ensuring Safety: Continuity of Care



"For individuals, communities and organisations to work together to ensure that the people of York can live fulfilling lives free from abuse and neglect and to ensure that safeguarding is everybody's business."

York Safeguarding Adults Board - Vision Statement

What we will work towards:

- To develop an all age approach to safeguarding which maximises the potential & skills of teams and reduces the risks to young people transferring between services.
- Preventing abuse & neglect by adopting best practice, locally, regionally and nationally. Ensuring that all the learning from SAR's are implemented in a timely manner.
- Ensure that commissioners and service providers ensure a consistent high quality of care.
- To ensure the service user is clearly heard and create opportunities for an approach where co production is at the heart of future safeguarding policy.
- A robust governance and challenge ethos ensures effective quality assurance and performance management processes.
- Work together with the CYC Community Safety Partnership, to support work to raise awareness of, and reduce the harm caused by 'Hidden Harms', and abuse associated with County Lines activity, domestic abuse and modern slavery; reducing duplication of effort and maximising effectiveness.



Theme 5: A Supported and Valued Workforce

Our workforce is our greatest asset, and our Adult Social Care Workforce Strategy sets out the approach, ambitions to support them in the work they do. We need to value and respect the skills of the Adult Social Care workforce, protecting their time as a valuable resource that it is and allow them the opportunity to apply their skills and training to resolve some of the most difficult issues or care and support.

We will work in partnership with care providers - including personal assistants and other agencies - to develop, support and promote a capable and effective workforce, which will drive up quality improvement. We will encourage training and development for the care and support workforce.

We must ensure that we have teams who are appropriately trained and with the experience and knowledge necessary to carry out assessments, support planning and interventions - including specialist skills. As a local authority we have to understand our current and future workforce needs.

We will be clear on the roles, responsibilities and accountabilities of our staff, empowering them and aligning practice with their caring vocation. We will seek to ensure there are sufficient resources and suitably skilled staff to deliver our work and establish a stable adult social care leadership team with clear roles, responsibilities and accountabilities to act as support for our frontline staff.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



Providing Support: Workforce Capability & Capacity
Leadership: Use of data to deliver actions



What we will work towards:

- Deliver our Adult Social Care Workforce Strategy and supporting action plan.
- Support and Training in preparation for new strength-based practice model.
- Recruitment and retention to increase capacity and reduce workload pressures on current staff.
- Increasing wider support to Social Care staff around finance and administrative tasks to allow a focus on care priorities.
- Improving and enhancing information for frontline teams on workload, quality, and performance to support delivery and improvement.
- Deliver the necessary training and support for staff on the Mosaic Case Management System.



Theme 6: Data and Intelligence

The use of data and intelligence in Adult Social Care is a significant area requiring development. Data and evidence must be used to give us rich intelligence that staff, managers and partners can use to help shape and improve care and support for the people of York. We need to understand workload, pressures and financial resources. We must be well informed about who is using care and support, what they think about services, where there are gaps, where there are opportunities to make things better and what the challenges are.

We must continue to use can also use data and evidence to forecast what support may be needed in the future, so we can plan ahead and make sure those services and resources are in place. It's essential for decision making and if we don't use the data and evidence proactively and we risk missing opportunities and falling short of our commitments and requirements.

The new CQC framework sets out expectations of the use of data within our services, which extend beyond traditional key performance indicators and measures. We will be expected to show how we use the data we have to inform our work and our plans and strategies for the future, how we use it to inform our frontline staff about issues and how we drive activity and improvement.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



- Leadership: Use of data to deliver actions
- Leadership: Effective Performance and Governance
- Leadership: Using data to allocate resources
- Leadership: Using data to Inform Strategy



What we will work towards:

- Delivery of key operational data to frontline staff and teams to allow real-time decision making on areas of importance.
- Ensure effective governance and performance management arrangements at all levels, providing visibility and assurance on delivery of Care Act duties, risks to delivery, quality and sustainability, and people's care and support experiences and outcomes.
- The local authority uses information about risks, performance and outcomes to inform strategy, allocate resources and to deliver the actions needed to improve care and support outcomes for people and local communities.
- The local authority's political and executive leaders are well informed about the potential risks facing adult social care. They reflect these in their corporate risk registers and take them fully into account in their decision-making.
- Using data as a strong focus on continuous learning and improvement.
- The local authority challenges its own performance and invites external challenge.
- The local authority engages with and contributes to system-wide reviews and demonstrates that it embeds and shares the learning from them.



Theme 7: Strong Partnerships across all sectors and services

Strong Partnerships are essential to our success and to the success of others who are committed to the health and wellbeing of the people of York. Partnership working helps us make sure that care and support meets the diverse needs of individual people and communities, and that people can expect and receive a seamless care and support journey, and their support is co-ordinated across different agencies and services.

Section 3 of the Care Act 2014 also places a duty on local authorities to carry out their care and support functions with the aim of integrating services with those provided by the NHS or other health-related services. Sections 6-7 of the Care Act 2014 create a general duty to cooperate between the local authority and other organisations which have functions relevant to care and support. This includes a duty on the local authority itself to ensure cooperation between its adult care and support, housing, public health and children's services.

Our ambitions around strength based and asset-based support also mean that a strong partnership with the Community and Voluntary Sector is required as it is in the community that resources exist to keep people well connected, safe and independent.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:



Delivering Support: Partnership Working

Delivering Support: Integration.



What we will work towards:

- We will collaborate with partners to develop models of care and support that are in line with recognised best practice and promote best outcomes for people in York.
- We will work collaboratively with all local partners - within and without of the council - to agree and align priorities and responsibilities. This enables it to identify, understand and address the needs of the whole community, including inequalities.
- We will celebrate and promote the unique contribution of the community and voluntary sector in the provision of care and support and actively promote their involvement as equal partners in the health and wellbeing story of York.
- We will build stronger connections with partner agencies where there is responsibility to delivering shared priorities, for example Better Care Fund, Continuing Health Care, Hospital Discharge, Delayed Transfers of Care, and Transforming Care.
- We will continue our work on integrating care and support services and ensure services work together to provide better outcomes and enhance the wellbeing of people who need care and support and unpaid carers.
- We will prioritise integration of services in areas such as reablement, intermediate care and end of life care services as a key national and local priority and objectives.
- We will continue to deliver high-quality, responsive intermediate care and reablement services to enable people to return to their optimal independence.



Theme 8: Effective management of resources and budgets

As the largest spending directorate within City of York Council, Adult Social Care is acutely aware of the need to manage within its resources. Adult Social Care have a duty in law to deliver statutory care and support to those with eligible needs and to maintain adequate staffing to discharge its duties. This results in significant pressure on finances and budgets, and there remain a number of factors which contribute to an extremely challenging situation for Adult Social Care.

The majority of care is commissioned from the independent sector where the costs has been rising through uplifts to the National Living Wage and other inflationary pressures like food and fuel. There is an increased reliance and expectation on social care to support the NHS with hospital discharges, and to support people with increasingly high needs at home.

Issues such as austerity, the pandemic, and cost of living crisis have put pressure on families and vulnerable communities in York, resulting in more people than ever having to approach the local authority seeking support.

In the face of multiple pressures, it is clear that it is a combination of getting our practice model right, supporting our staff with skills and training, and finding additional resources and capacity to focus on our approach are essential elements to managing demand and resources. We need the improved data that allows us to see when the balance of care and support is right and understand the costs of decisions made so that we can be proactive rather than reactive.

We will aim to provide the right amount of support to meet people’s needs and outcomes. In providing appropriate support, we consider costs and will look at innovative ways to deliver care and support.

Alignment with Quality Criteria

This theme aligns with the requirements and expectations of CQC Inspection Framework for local authorities:

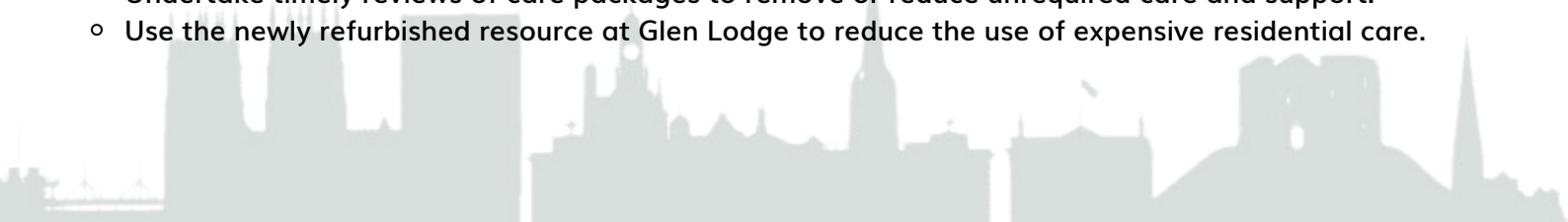



- Leadership: Use of data to deliver actions
- Leadership: Effective Performance and Governance
- Leadership: Using data to allocate resources
- Leadership: Using data to Inform Strategy



What we will work towards:

- We will continue with our plan to reduce costs and innovatively deliver care and support:
 - Introducing robust and fair provider frameworks to limit the cost we pay while maintaining the quality of residential homes, nursing homes, supported living and home care.
 - Support Brokerage services to link this provision to the assessment of individual need ensuring we maximise these arrangements and maximise our value for money.
 - We have in place assurance processes to check, challenge and where necessary decline assessments and requests for service.
 - We will refresh our practice model in the coming months to assure good assessments and decision making that requires all personal and community assets and assistive technology is used before services are put in place.
 - Undertake timely reviews of care packages to remove or reduce unrequired care and support.
 - Use the newly refurbished resource at Glen Lodge to reduce the use of expensive residential care.





If you would like this document in an alternative format, please contact:



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