

Notice of a public meeting of

People Scrutiny Committee

To: Councillors Burton (Chair), Waller (Vice-Chair),
Cuthbertson, Mason, Moroney, Myers, Nelson,
Runciman and Steward

Date: Tuesday, 8 September 2026

Time: 5.30 pm

Venue: West Offices - Station Rise, York YO1 6GA

AGENDA

1. Apologies for Absence

To receive and note apologies for absence.

2. Declarations of Interest

(Pages 7 - 8)

At this point in the meeting, Members and co-opted members are asked to declare any disclosable pecuniary interest, or other registerable interest, they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

[Please see the attached sheet for further guidance for Members.]

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **4:30pm on Friday, 4 September 2026.**

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at www.york.gov.uk/webcasts.

4. Minutes (Pages 9 - 22)

To approve and sign the minutes of the meetings held on 17 March and 24 June 2026.

5. Work Plan (Pages 23 - 32)

To consider the Committee's work plan for the 2026/27 municipal year.

6. York Learning Strategic Plan Performance (Pages 33 - 50)

This report provides information on York Learning's performance against their strategic aims for the academic year 2025/26 and towards the skills challenges in the city.

7. Adult Social Care Strategy and Delivery Plan (Pages 51 - 88)

This report provides an update on the Adult Social Care (ASC) Delivery Plan under the ASC Strategy.

8. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

Alternative formats

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我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی میا کی جاسکتی ہیں۔ (Urdu)

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Declarations of Interest – guidance for Members

- (1) Members must consider their interests, and act according to the following:

Type of Interest	You must
Disclosable Pecuniary Interests	Disclose the interest, not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Directly Related) OR Non-Registrable Interests (Directly Related)	Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Affects) OR Non-Registrable Interests (Affects)	Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being of a majority of inhabitants of the affected ward; and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest. In which case, speak on the item <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

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City of York Council

Committee Minutes

Meeting	People Scrutiny Committee
Date	17 March 2026
Present	Councillors Waller (Vice-Chair, in the Chair), Mason [from 6:22pm], Moroney, D Myers, Nicholls, Orrell (Substitute for Councillor Cuthbertson), Baxter (Substitute for Councillor Burton), Hollyer (Substitute for Councillor Runciman) and Perrett (Substitute for Councillor Nelson)
Officers in Attendance	Ian Cunningham, Head of Business Intelligence Zoe Delaney, Assistant Director of Integrated Commissioning and Community Integration, York Health and Care Partnership Michael Melvin, Director of Adults Safeguarding Harriet Smith, Integration and Commissioning Lead Sara Storey, Corporate Director of Adult Social Care Pauline Stuchfield, Director of Housing and Communities
In Attendance	Sharron Smith, Chief Executive Officer, York Carers Centre Graeme Betts, Improvement Advisor Councillor Steels-Walshaw, Executive Member for Health, Wellbeing and Adult Social Care Councillor Lomas, Executive Member for Finance, Performance, Major Projects and Equalities Councillor Pavlovic, Executive Member for Housing, Planning and Safer Communities
Apologies	Councillors Burton, Cuthbertson, Nelson, and Runciman

17. Apologies for Absence (5:32pm)

Apologies for absence were received from Councillors Burton (Chair), Cuthbertson, and Runciman, who were substituted by Councillors Baxter, Hollyer, and Orrell respectively.

In Councillor Burton's absence, Councillor Waller would Chair the meeting.

Resolved: That Councillor Baxter be appointed Vice-Chair of the meeting.

18. Declarations of Interest (5:33pm)

Members were asked to declare at this point in the meeting any disclosable pecuniary interest or other registerable interest they might have in respect of business on the agenda if they had not already done so in advance on the Register of Interests.

Councillor Baxter declared an interest in relation to agenda item 6, York Carers Strategy 2026-2032, in that she was previously a carer for City of York Council (CYC).

19. Minutes (5:33pm)

Resolved: That the minutes of the meeting held on 3 December 2025 be signed and approved as a correct record, subject to the following amendment:

- That a response to questions regarding the 0.5 full time equivalent School Poverty Officer from the Ebor Academy Trust to lead on the co-ordination of the work with schools on the implementation of the school poverty framework be included under Minute No. 13.

20. Public Participation (5:35pm)

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

21. Care Quality Commission Local Authority Assessment (5:35pm)

The Corporate Director of Adult Social Care presented the report outlining the Care Quality Commission (CQC) Local Authority Assessment, and the subsequent actions being taken.

The Informal Improvement Advisor reported that he had been appointed by the Department of Health and Social Care (DHSC) to support CYC in its improvement journey, address challenges identified within the assessment, and report to the Secretary of State for Health and Social Care on improvements made.

It was reported that the method used for the assessment was following a new assessment process and there was a need to work with departments such as housing to ensure further quality care.

CYC had a 'requires improvement' score overall and a notification had been sent to the Department of Health and Social Care highlighting that CYC had not met some requirements. Meeting had been held with staff to outline the recommendations made within the assessment outcome in order to ensure understanding.

The Director of Adults Safeguarding reported that in response to the assessment CYC had developed a consistent approach to deal with the risks people faced while waiting for Council services which was now consistent and overseen. He discussed the approach to transitional safeguarding to ensure people have support they need in transition to adulthood and noted work ongoing with the Safeguarding Adults Board to develop a new framework measuring the actions being taken.

The Executive Member for Health, Wellbeing and Adult Social Care expressed that safeguarding was the responsibility of all Council areas.

In response to questions from members, the Corporate Director of Adult Social Care, the Director of Adults Safeguarding, the Informal Improvement Advisor, and the Executive Member for Health, Wellbeing and Adult Social Care confirmed that:

- There was a need to ensure that there was appropriate housing and supported living options for people; the recruitment of Occupational Therapists would help with this as well as joint working with the Director of Housing and Communities.
- Local Area Coordinators worked with Social Care teams and now had the ability to directly pick people up early in their journey into care.
- A joint frailty Hub facility with Nimbuscare had helped reduce admissions to hospital.
- In the short term, agency staff and secondments would be used to focus on specific areas, in the medium to long term however there would be a focus on engaging with the Occupational Therapy partner to increase the number of Occupational Therapists to help people access more adaptations and support.
- People on waiting lists were seen on a risk level and so people with greater needs tend to get seen first while others wait – as such, many people's needs then develop further as they wait; work was ongoing with staff at the first point of call to help get support early to prevent people's lower level needs developing without support, and reduce demand.

- There was a great amount of unmet demand within York and demands were expected to go up in the short term because of this, but plans presented within the report was expected to make us more resilient in the long term.
- A 12% reduction in waiting lists was a significant improvement that had been achieved.
- CYC worked with people who co-produced a learning disability partnership board giving a valuable opportunity to hear about people's experiences.
- Some types of placements out of York were less expensive than in York. York care home costs were higher than elsewhere and there was a lot of demand. CYC funded 27% of care home costs in York with the other 73% being self-funders or other Local Authorities.
- Although CYC had run care homes in previous years, it wouldn't necessarily be more cost effective to run care homes today as the strategic balance in York is different to other Local Authorities.
- Examples of progress made included: Joint ongoing working and improved working relationships with York Hospital and with health colleagues, and the reduction in delays and an increase in people going home from hospital rather than care home first.
- CYC's ongoing priorities were to meet the statutory duties outlined in the Section 50 letter notification shared with the Secretary of State. The Corporate Director of Adult Social Care was accountable for achieving these and was advised by the Informal Improvement Advisor.
- Individual circumstances were considered when out of area accommodation was required.
- CYC's Market Position Statement had lapsed and was due for renewal; this could be shared with members to highlight and develop how CYC manages its market responsibilities.
- National standards for pay were being investigated by the Government, and the outcome would feed into how Local Governments support the external care market. The Market Position Statement would help shape CYC's position on this.
- Work on a development plan was ongoing and could be brought back to the Committee for further scrutiny; Learning from Safeguarding Adult Reviews (SARs) would be shared with members.

Resolved: That the People Scrutiny Committee supported the action plan and approach outlined.

Reason: So that members were aware of the outcome of the CQC Local Authority Assessment and supported the subsequent actions being taken.

22. York Carers Strategy 2026-2032 (6:51pm)

The Corporate Director of Adult Social Care, Integration and Commissioning Lead, and Chief Executive Officer, York Carers Centre presented the report.

Officers highlighted the contribution made by unpaid carers who supported family members and friends alongside other commitments. The strategy had been guided by carers lived experience through ongoing conversations including with the Carers Action Group and a citywide consultation. Officers outlined the four focus areas to improve outcomes for carers and objectives of the strategy and suggested that the strategy was designed to be a live document that would be revisited when data had been improved.

It was detailed how the strategy could support keeping people out of hospital and out of care homes, and ensure unpaid carers were valued and heard.

The Executive Member for Health, Wellbeing and Adult Social Care discussed how there were likely many more unpaid carers in York who CYC were not aware of as many unpaid carers did not identify as such; she stated how this strategy was the start of greater consistent joint working between partners.

In response to questions from members, the Corporate Director of Adult Social Care, Integration and Commissioning Lead, and Chief Executive Officer, York Health and Care Partnership confirmed that:

- Some GP surgeries were collecting data on unpaid carers and there was an opportunity to improve joint up working through partners to use this information.
- GP surgeries and care workers were trying to pinpoint the moment someone identified as a carer through subsequent meetings, as the need for care increased.
- Feedback was welcomed on how to involve partners, health colleagues, and communications to better develop the strategy.

- Many did not identify as carers as the definition of carer is different for each individual, and people's self-identification may change over time.
- Schools had a key role in supporting children who were unpaid carers and discussions were developing regarding better recognition of young carers.
- Once people identify as carers all sorts of advice and support can be offered to them through the strategy, however the difficulty was in getting some people past the first step of seeking help when they do not identify as carers, or believe the support offered is for them.

Feedback was received from the Committee for Officers to support York employers in joining Employers for Carers in order to receive better support and advice; and for better communication to be considered to support those who don't identify as carers and therefore do not receive the support available to them.

Resolved: That the People Scrutiny Committee considered and commented on the York Carers Strategy 2026–2032.

Reason: To provide Scrutiny assurance and input prior to consideration by Executive.

23. 2026/27 Ward Funding Allocations (7:21pm)

The Director of Housing and Communities presented the report, noting that the 2026/27 individual Ward budget allocation was comprised of £250,000 to be allocated across the city, and outlined existing and potential models to inform making the split to wards, as detailed within the report.

Members considered the options available to them and discussed Models A-E as detailed within the report. Feedback on the models outlined was then provided, including:

- Earlier clarity regarding funding levels for the following year would be beneficial as these tended to be revealed quite late and restrict forward planning.
- Models A and B seemed to be designed to target deprivation more efficiently; however, under these models it was also suggested by members that smaller wards received an unproportionate amount of money than larger wards with similar deprivation scores.

- A reduction in the amount of ward funding granted would have impacts on deprivation in all wards.
- It could be beneficial for CYC to investigate how some payments could be recovered in some ways to ensure some communities don't lose out.

In response to questions from members, the Director of Housing and Communities, confirmed that:

- The majority of ward funding for 2025/26 had been spent and was due to be completed by the end of the financial year.
- Community Skips were not considered ward funding expenditure.
- Further written information on funding models and deprivation statistics would be shared with members.

The Executive Member for Housing, Planning and Safer Communities, and Executive Member for Finance, Performance, Major Projects, Human Rights, Equality and Inclusion commented that:

- Applications for City Wide Funding did not have to involve every ward but did need to have support of more than one ward.
- Some wards had markedly higher levels of deprivation and as such it made sense for funding to be allocated to those wards; this was the model that had been suggested.
- Funding Applications consisting of multiple wards were often more efficient and effected wider groups of people; it would be beneficial to receive bids and then decide on a case-by-case basis which funding pot the applications fall under. Citywide Funding also helped streamline funding applications, stopping often seen duplication of applications across various wards.

Resolved:

- That details of ward expenditure be published for each Councillor to showcase what funding had been spent on.
- That the People Scrutiny Committee considered the content of the report, the options presented and provided comments on the existing model (Model A) and models from the options outlined in the report.

Reason: In order to provide feedback before the Executive approves the method of allocation of ward funding.

24. Work Plan (7:58pm)

Members discussed the work plan for the upcoming municipal year. The Chair noted that the formation of a Task and Finish Group for Housing Repairs was ongoing; and the Scrutiny Officer reported that membership for a Joint Task and Finish Group with Corporate Scrutiny Committee on Adult Social Care Finance had been confirmed and work on this was ongoing. Members were informed that the next informal Scrutiny Member Briefing Session School Attendance and the Attainment Gap session would be held on 15 April 2026.

Resolved: That Members considered and agreed the Committee's work plan for the upcoming municipal year.

Reason: To ensure that the Committee maintains an appropriate programme of work.

Councillor Waller, Vice-Chair, in the Chair
[The meeting started at 5.32 pm and finished at 8.01 pm].

City of York Council

Committee Minutes

Meeting	People Scrutiny Committee
Date	24 June 2026
Present	Councillors Waller (Vice-Chair, in the Chair), Cuthbertson, Moroney, Myers (Vice-Chair for the meeting), Runciman, Knight (Substitute for Councillor Mason), Rose (Substitute for Councillor Burton), and Taylor (Substitute for Councillor Nelson)
Apologies	Councillors Burton (Chair), Mason, Nelson, and Steward
Officers in Attendance	Andrew Bebbington – Housing Strategy Manager Denis Southall – Head of Housing Karoline Silcock - Head of Disabled Children's Service Maxine Squire - Assistant Director Education and Skills Michael Melvin - Director of Adults Safeguarding
In Attendance	Councillor Webb, Executive Member for Children, Young People and Education

30. Apologies for Absence (5:35pm)

Apologies for absence were received from Councillors Burton (Chair) who was substituted by Councillor Rose, Mason who was substituted by Councillor Knight, Nelson who was substituted by Councillor Taylor, and Steward.

In Councillor Burton's absence, Councillor Waller would Chair the meeting.

Resolved: That Councillor Myers be elected Vice-Chair of the meeting.

31. Declarations of Interest (5:35pm)

Members were asked to declare at this point in the meeting any disclosable pecuniary interest or other registerable interest they might have in respect of business on the agenda if they had not already done so in advance on the Register of Interests. None were declared.

32. Public Participation (5:35pm)

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

33. Minutes (5:35pm)

Resolved: That the minutes of the meeting held on 15 April 2026 be approved and signed as a correct record.

34. Housing Allocations Policy Review (5:36pm)

The Head of Housing presented the report and presentation contained within the agenda supplement, and issued a change to the recommendations set out, in that the People Scrutiny Committee would "support the proposed policy changes as set out..." and "...support the delegation of authority to the Assistant Direct of Housing...".

The report proposed updates to City of York Council's (CYC) Housing Allocations Policy to ensure legal compliance, enhance transparency and consistency, and support effective use of social housing stock; the Head of Housing outlined the allocations policy objectives and highlighted the requirements to be open, fair, and transparent in order to fit trading standards.

Choice based letting system for Banding, outlined bands. He then Move on Panel and panels can help support, multi-agency support.

The Head of Housing then highlighted the role of the proposed multi-agency panel approach for complex cases alongside streamlined pathways for resolving mental health related housing needs.

It was noted that although neighbour disputes would not be resolved through the allocation policy, actions would be taken in exceptional circumstances.

In response to questions from members, the Head of Housing, and Housing Strategy Manager confirmed that:

- A live data stream on the CYC's website showing current use of existing housing stock could be investigated.
- Although succession rights are written in law, provisions had been included within the new policy for discretionary successions; housing teams took a priority of homelessness prevention when working through cases.
- New ways of working with technology was always being investigated and where services could be improved efficiently through this, it would be considered.
- The plan to restrict multiple adult households to flats/maisonettes would only be for adults with no children.
- Although council owned property is used, CYC could also consider other housing available within the city.
- Updates had been made to improve the matching process to support people in getting a suitable home.
- A person-centred approach is taken to support people in adapting homes for accessibility purposes and for complex needs.
- It was anticipated that the amount of Right to Buy purchases seen for CYC's housing stock would fall due to changes in legislation.
- The housing register was a live document and was always seeing more people in need of support, it was unknown what effect upcoming legislation would have on this.
- The auto bid tool could sometimes be useful but at other times not; the auto bid tool was often used by people who needed the support of any available housing in the area which matched their criteria.

The Chair urged absent members to send any further questions to the report authors for information or clarity purposes.

Resolved: That the People Scrutiny Committee supported:

- i. The proposed policy changes as set out,
- ii. The delegation of authority to the Assistant Direct of Housing to then approve:
 - a. Amendments to the Allocations Policy appendices;

- b. Amendments to the Allocations Policy substantive text to achieve legal/regulatory compliance with national government requirements where these are introduced or amended;
- c. Amendments to the Allocations Policy substantive text to implement minor drafting updates and clarifications.

Reason: To achieve legal compliance and build on existing service successes to respond to evidenced applicant needs and make the best use of social housing stock.

35. Preparation for Adulthood Strategy (6:31pm)

The Assistant Director, Education and Skills, Director of Adults Safeguarding, and Head of Disabled Children's Service presented the report and noted that the strategy had been co-produced based on voice and experience through York's SEND CENTRAL via the York SEND Local Offer - a hub where people could meet with individuals to gain support and advice. The purpose of the strategy was to support children and young people with SEND to ensure they can have the same goals, opportunities, and life choices than their non-disabled peers.

In response to questions from the Committee, the Assistant Director, Education and Skills, Director of Adults Safeguarding, and Head of Disabled Children's Service confirmed that:

- The vision of the strategy would be embedded through online staff training and briefings; discussions would be held from a very early age on how plans would affect opportunities and learning.
- There was a need to carefully stage the career plan to ensure consistency and understanding of expectations. This year was primarily about getting people on same page to progress.
- There was a need for a cultural shift in focus in Children's Services as preparation for adulthood could often be missed, this shift would require ongoing training.
- Work had been undertaken on how to implement these changes calmly and efficiently. Preparation into adulthood was mandatory and not additional work but it could speak to how improvements can be made.
- The strategy was for all children with SEND and not just those with complex needs. Young People would be tracked and not left behind for needs to develop further without support.

- It was important to listen to young people and support their wishes where possible. Where independence disagreements arose, these were usually because City of York Council (CYC) had not had these important discussions with them soon enough and therefore it is essential to ensure earlier, more consistent discussions through this strategy are taken to break out of these issues.
- CYC's work on SEND Central was being championed across CYC's work with SEND Excellence Ltd and with the Department of Education, and Officers were spreading awareness outside CYC where possible.

The Executive Member for Children, Young People and Education reported that CYC could expect lots of changes coming from Government and CYC needed to consider how to deal with these changes efficiently.

Resolved: That the People Scrutiny Committee supported the Preparation for Adulthood Strategy 2026–2031.

Reason: To establish a shared citywide framework for preparation for adulthood and improve outcomes for young people with SEND.

36. Work Plan (7:33pm)

Members discussed the Committee's work plan for the upcoming municipal year and the Chair noted that the next informal Scrutiny Member Briefing Session would be held on 30 June and would include a briefing on Integrated Care Board (ICB) changes, and there was a meeting scheduled for the Housing Repairs Task and Finish Group on 25 June. The Chair and Vice-Chair of the Committee were due to have a series of discussions with Executive Members and Directors in early July around the Committee's work programme.

Councillor Rose reported that the Constitution Working Group had recently discussed the possibility of closer engagement with the Committee and York Youth Council.

Members discussed the proposed timescales as seen with Annex B of the Work Plan, the remit of the Adult Social Care Financial Challenges Joint Task and Finish Group, and feedback would be taken back to the Task and Finish Group members and Scrutiny Officer.

Resolved: That the People Scrutiny Committee:

- i. Noted the agreed remit of the Adult Social Care Finance Joint Task and Finish Group, approved by the Corporate Scrutiny Committee.
- ii. Considered and agreed the Committee's draft work plan.

Reasons: To ensure that the Committee maintains an appropriate programme of work.

Cllr Waller, Vice-Chair, in the Chair

[The meeting started at 5.30 pm and finished at 7.39 pm].



People Scrutiny Committee

8 September 2026

Report of the Head of Democratic Services

People Scrutiny Committee Work Programme**Summary**

1. This report presents the Committee's draft work programme for the municipal year 2026/27 at Annex A for Members' consideration.
2. Following discussion at the previous Committee meeting, a draft task and finish proposal around Youth Participation is in development; it will be included as a supplementary annex to this report if ready.
3. Members will note that, with the agreement of the Chair and Vice-Chair, an additional Committee meeting has been scheduled for 26 October 2026 to facilitate pre-decision scrutiny of several items.

Background and Approach

4. The Committee sets its own programme of work, with input from Executive Members, officers and residents. A draft work programme is set at the start of the municipal year and, as a live document, is a standing item for consideration at each meeting.
5. The Committee's work programme should not be considered a fixed, rigid schedule, but instead can be adapted to reflect any new and emerging issues throughout the municipal year, and any timetabling issues that might occur from time to time.
6. In agreeing its work programme, the Committee should consider the resources, remit and powers available to it whilst also prioritising those areas of scrutiny which would be of most value. The role and remit of the Committee is set out fully in Article 8 of the Council's Constitution.
7. In considering any developments and/or modifications to the work programme, effort should be made to:
 - Avoid unnecessary duplication, including any existing groups already monitoring a particular issue.

- Ensure any review work has clarity and focus of purpose, will add value, and can be delivered within an agreed timeframe.
- Consider available resources and relevant timeframes, bearing in mind the Committee's workload and the type of scrutiny activity.
- Build in sufficient flexibility to enable consideration of any urgent matters that may arise during the municipal year, noting that items can be carried over to the following municipal year if required.

Implications and Risk Management

8. There are no direct implications or risks arising from this report; any relevant implications and risks will be identified in the cover report for each agenda item.

Recommendations

9. Members are asked:
- To consider and agree the Committee's draft work programme for the 2026/27 municipal year.

Reason: To ensure that the Committee maintains an appropriate programme of work.

Contact Details

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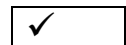
**Report
Approved**



Date 27 August 2026

Wards Affected:

All



For further information please contact the author of the report.

Background Papers

City of York Council Constitution, Article 8: Scrutiny,
<https://democracy.york.gov.uk/documents/s185896/08%20-%20Article%208%20-%20Scrutiny.pdf>

Annexes:

Annex A – People Scrutiny Committee Draft Work Programme, 2026-27

Committee Meetings

Item	Lead Officer / Executive Member	Notes
24 June 2026 (additional meeting)		
Allocations Policy	Pauline Stuchfield, Katherine Proctor / Cllr Pavlovic	Pre-decision scrutiny
Preparing for Adulthood (PfA) Strategy	Martin Kelly, Karoline Silcock / Cllr Webb	Pre-decision scrutiny
8 July 2026		
Community Safety Strategy 2026-29	Pauline Stuchfield, Tanya Lyon / Cllr Pavlovic	Pre-decision scrutiny
Housing Repairs Task and Finish Group Remit	Julie Gallagher	Task and Finish report
8 September 2026		
York Learning Strategic Plan Performance	Angela Padfield / Cllr Webb	Pre-decision scrutiny
Adult Social Care Strategy and Delivery Plan	Sara Storey / Cllr Steels-Walshaw	Pre-decision scrutiny
26 October 2026 (additional meeting)		
Community Safety Strategy 2026-29	Pauline Stuchfield, Tanya Lyon / Cllr Perrett	Pre-decision scrutiny

Item	Lead Officer / Executive Member	Notes
Public Space Protection Orders	Pauline Stuchfield, Tanya Lyon / Cllr Perrett	Pre-decision scrutiny
18 November 2026		
Welfare Benefits Task and Finish Group Interim report	Cllr Fenton (Chair of TFG)	Task and Finish report
Food Insecurity Task and Finish Group report	Cllr Nelson (Chair of TFG)	Task and Finish report
20 January 2027		
Adult Social Care CQC action plan update	Sara Storey / Cllr Steels-Walshaw	Update against action plan; follows item in March 2026.
Families First multi-agency delivery model	Martin Kelly / Cllr Webb	TBC
Housing Repairs Task and Finish Group report	Cllr Waller (Chair of TFG)	Task and Finish report
10 March 2027		
SEND reforms	Martin Kelly / Cllr Webb	TBC
Neighbourhood Model	Pauline Stuchfield, Sara Storey / Cllr Perrett, Cllr Steels-Walshaw	Update

Potential or unallocated topics

Item	Lead Officer / Executive Member	Notes
Finance and Performance Quarterly Reports	Debbie Mitchell, Ian Cunningham / Cllr Lomas	Regular quarterly briefing to be shared with members via e-mail.
Urgent Care Update	Peter Roderick / Cllr Steels-Walshaw/ ICB colleagues	Follows update to former Health, Housing and Adult Social Care Scrutiny Committee (HHASC) in November 2024. Suggested for a briefing <u>during 2026/27</u> .
Trauma Informed City Council Motion – possible wider discussion	Peter Roderick / Cllr Steels-Walshaw	Follows March 2024 Council Motion and update from TEVV at HHASC in May 2025; suggested for a briefing <u>during 2026-27</u> .
Dentistry Provision Update	Peter Roderick / Cllr Steels-Walshaw / ICB colleagues	Suggested for a briefing in <u>late 2026</u> ; follows reports to HHASC in December 2023 and April 2025.
Corridor Care, flow through hospital and discharge into community services	Peter Roderick / Cllr Steels-Walshaw / ICB colleagues	TBC
0-19 Services	Peter Roderick / Cllr Steels-Walshaw	TBC
Drugs Action Plan	Peter Roderick / Cllr Steels-Walshaw	Suggested for briefing
Gardening Assistance	Pauline Stuchfield / Cllr Pavlovic	Originated June 2025 People Scrutiny discussion; suggested for briefing on assistance offered and closure of list.
Neighbourhood Policing Review	Pauline Stuchfield / Cllr Pavlovic	Originated with former Children, Communities and Culture Scrutiny Committee (CCC); suggested for committee report.

Item	Lead Officer / Executive Member	Notes
Update on Gypsy and Traveller matters	Pauline Stuchfield / Cllr Pavlovic	Suggested for briefing.
Dignity in Retirement Council Motion	Debbie Mitchell / Cllr Lomas	Follows September 2024 Council Motion.
Adult Social Care Market Position Statement	Sara Storey / Cllr Steels-Walshaw	Possible pre-decision scrutiny item?
Supported Employment	Sara Storey / YNYCA colleagues	Possible briefing item; information about York and North Yorkshire Combined Authority (YNYCA) work in this area circulated to committee Members by email.
Children's Services and Education – possible briefing topics	Martin Kelly, Maxine Squire, Danielle Johnston / Cllr Webb	• Annual Reports of Safeguarding Partnership, Regional Adoption Service, Virtual School, Independent Reviewing Service • Annual Update on School Standards • Council response to various new government policies
Housing Landlords Annual Report	Garry Taylor, Katherine Proctor / Cllrs Perrett, Merrett	Pre-decision scrutiny, date TBC (postponed from Sept. 2026).
Homelessness and Rough Sleeping Strategy	Garry Taylor, Denis Southall / Cllr Perrett	Pre-decision scrutiny, date TBC (Autumn 2026).

Agreed Task and Finish Groups (TFGs)

Topic	Membership	Notes
Food Insecurity TFG	Cllrs Nelson, Knight	Originated with former CCC Scrutiny Committee, following Council resolution 20/07/2023: 'Request that the council's

Reviewed August 2026

Date for consideration of draft report: autumn 2026 TBC		scrutiny function undertakes a review of community food growing opportunities and makes recommendations to Executive to expand these opportunities, including considering the prospects for expanding an Edible York project in Tang Hall to other parts of the city to bring more underused gardens into use for food growing’.
Welfare Benefit Changes TFG Date for consideration of interim report: autumn 2026 TBC.	Cllrs Fenton (Chair), Burton, Coles, Runciman, Steward	Originated with Corporate Scrutiny Committee (CSC), following Council resolution 27/03/2025; full details at https://democracy.york.gov.uk/documents/s183012/Annex%20A%20Task%20and%20Finish%20Proposal%20v0.3.pdf
Adult Social Care Financial Challenges Joint TFG Date for consideration of draft report TBC.	Cllrs Ayre, Burton, Moroney, Nicholls, Runciman	Joint TFG with Corporate Scrutiny Committee, which is ‘parent’ committee. Established following recommendation from Budget and Medium-Term Financial Strategy TFG; full details at https://democracy.york.gov.uk/documents/s187596/Item%207%20-%20Report%20of%20the%20Budget%20and%20Medium%20Term%20Financial%20Strategy%20Task%20and%20Finish%20Group%20-%20Annex%20A.pdf
Housing Repairs TFG Date for consideration of draft report January 2027 TBC.	Cllrs Waller, Mason, Perrett, Rose, Steward	Originated with People Scrutiny discussion June 2025. Scoping meeting held and membership agreed April 2026. Agreed remit reported to Committee in July 2026. Meetings with residents’ associations through August 2026.

Reviewed August 2026

Possible Task and Finish Groups (TFGs)

Topic	Origin	Notes
Home Care Commissioning	Former HHASC Scrutiny Committee	Aims and objectives were agreed by HHASC in March 2024 but no further action taken. Membership was Cllrs Myers, Vassie and Baxter. <i>Suggested that re-commissioning comes for pre-decision scrutiny, late 2027.</i>
Review and development of working arrangements with York Youth Council	People Scrutiny, June 2025	Discussed at People Scrutiny Committee in June 2025 and again ; interest expressed but no further action taken until summer 2026: proposal forthcoming for the Committee's consideration.

Scrutiny Member Briefings

Topic	Committee	Lead Officer / Executive Member	Notes
30 June 2026			
Integrated Care Board (ICB) Changes	People Scrutiny Committee	Peter Roderick / Cllr Steels-Walshaw	Postponed until autumn 2026.
12 October 2026			
Integrated Commissioning Strategy	People Scrutiny Committee	Sara Storey, James Wanstall / Cllr Steels-Walshaw	Update on development of strategy
Independent Reviewing Service Annual Report 2025/2026	People Scrutiny Committee	Martin Kelly, Danielle Johnston, Sophie Keeble / Cllr Webb	Annual update
22 October 2026			

People Scrutiny Committee Draft Work Programme 2026/27

ANNEX A

Reviewed August 2026

Integrated Care Board (ICB) Changes	People Scrutiny Committee	Lisa Pope (ICB, Peter Roderick / Cllr Steels-Walshaw	Initial briefing on structural changes; to be followed by briefing on implementation phase at an appropriate point.
10 Year Anti-Poverty Strategy	Corporate Scrutiny Committee	Pauline Stuchfield, Sam Blyth / Cllr Lomas	Annual update
3 December 2026			
TBC			
3 February 2027			
TBC			

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People Scrutiny Committee

8 September 2026

Report of the Assistant Director, Education and Skills

York Learning Strategic Plan Performance 2025/26**Summary**

1. The purpose of this report (Annex A) is to provide information on York Learning's performance against their strategic aims for the academic year 2025/26 and towards the skills challenges in the city.
2. This report forms part of the service's governance reporting arrangements, which are crucially important for the service in demonstrating to Ofsted that it has secure and robust governance arrangements in place.

Background

3. York Learning is a council service, which delivers a range of learning programmes to support people into employment, to improve their skills and to support their personal development and wellbeing. The service is funded exclusively from external grant/contract funding and fee income which is in the region of £6-7m. This report, which is for the academic year 2025/2026, is an important element in enabling the service to demonstrate to Combined Authorities and Ofsted that it has secure and robust governance arrangements in place.
4. The strategic report is grounded from the Accountability Agreement for 25/26 (Approved 14th June 2024). Within the Accountability Agreement we set targets based on the LSIP (Learning Skills Improvement Plan) and how we aim to perform against it with key aims set. Bringing the strategic plan to members brings scrutiny to those aims and our performance for members to discuss and challenge.
5. In July 2019 Scrutiny agreed to the formation of York Learning's Governance Board with the proviso that it did a yearly report to scrutiny on performance.

Consultation

6. The report has been created through collaboration with the service management team within York learning and the Improvement Board of Governors. The plan is presented for consultation, comments and the opportunity to seek clarification on any areas for concern.

Options

7. This report is for discussion there are no options.

Analysis

8. The strategic plan concentrates on our performance in the academic year just gone towards the agreed accountability agreement aims for 2025-2026. Our performance overall is good towards targets. Most targets have been improved considerably, with the majority having managed to reach the higher target set: -
 - 8.1. Career information advice and guidance (CIAG) continue to be a strength in developing career progression. Participation in CIAG has continued to grow from 60% to 75%.
 - 8.2. Wider progression into wider FE/HE (Further Education/Higher Education) is happening but has not reached the target of 40% it is currently at 28.9%. We continue to develop learners to embrace higher learning and internally our numbers have grown. In 24/25 we had 151 learners on L3 or above provision and this academic year 25/26 it has grown to 185.
 - 8.3. 19% of the offer has shifted to be also available as online, blended or hybrid learning (from 17%) and we expect that to increase to 23% by the end of the next academic year due to the additional short 'bite sized' provision which will increase a modular opportunity to learn. Whilst we continue to work hard on growing this model, we will continue to prioritise a focus of face-to-face learning for our priority groups.
 - 8.4. Successfully trailblazer pilots have run this year in the following:
 - i) 16-24yr olds have been able to access career information advice and guidance and/or take their GCSEs when usually they do not have access to it. Sixteen learners were able to access the programme of which eleven have sat English and/or maths exams. Year 2 will add on an element of mentoring to further support young people also.

- ii) Heritage Construction project in year one has recruited 20 individuals aged between 16- 55. There were mixed gender, abilities and backgrounds and the project engaged with a local employer Pinnacle Conservation Ltd for the repair and preparation of a heritage site at 1 Museum Street for commercial letting. Participants learned skills such as lime plastering, sash window repair and roof repair in a live site environment working to high industry standards. The project has been highly successful with all but one participant completing the training and live site experience. As 20 was the maximum safe number that could be trained in this way, we had to create a waiting list for a further 6 people who would like to attend future provision. We have now completed a successful procurement exercise for Year 2 to expand the breadth and scope of the programme to ensure a robust and speedy transition into the labour market through a mixture of direct and self-employment in this industry where we hope to recruit a further 30 participants. Both participants and the employer gave hugely positive feedback at the end of year one saying the following: -

“Getting the opportunity to learn all these skills on a real building site has been invaluable. It's been great to feel our work has been contributing something”.

CEO Adam Hickey said: “The York Learning Team pulled out all the stops to help us establish this programme in an incredibly short space of time, managing to recruit a great cohort to give this pilot scheme the best chance of success”.

- iii) Inspiring 50+ has worked with a range of adults who have engaged to learn how to improve their wellbeing and employability through a range of workshops and training 24 participants who have engaged in the programme which exceeded targets set by the Combined Authority. Out of those 13 were attending workshops about self-employment using an existing skill or passion, such as selling their craft on Etsy. Successful trials through Inspiring 50+ has led to the creation of a new program in 26/27 called ‘Support Your Future’ helping those with wellbeing challenges to engage and find support back into employment.

- 8.5. Job Fairs have continued this year mostly funded via Trailblazers we have run 4 job fairs in 25/26 which has had a total of 152 employer bookings and almost 2,600 job seekers through the doors overall.
 - 8.6. Within family learning they have worked hard to introduce, via their programmes, a cultural interest in the city around us. They have introduced to parents and families Padlets (virtual display boards) that exemplified a range of fun things to do around the city during the holidays as well as courses that have developed a better understanding of what is available across the city. (link to Padlet here [York Culture Activities](#)). The team also worked with 'iTravel York' to add maths activities to their walking routes. The 'Discover and Grow' and '123 Go Out' courses had outcomes connected to the national objectives of 'Every Child Achieving' and 'Thriving and Keeping Children Safe'.
 - 8.7. Digital inclusion work has continued to be involved with 'Digital Friendly York' and have ensured that the offer has included 3 new communities from IMD areas and across that offer it has included the introduction of new technology. This has included Drones, VR/AR (virtual reality, augmented reality), AI, 3D printing & Cyber Security. They have not been able to increase progression into qualifications due to the new qualifications they were going to use not being ready by the exam boards. Whilst this has been frustrating a new exam board has been sourced and qualifications will be ready to go by September. Enrolment numbers have dropped by 143 in this area due to this issue, the new qualifications will increase progression opportunities and increase enrolment numbers.
 - 8.8. We have also been able to identify some funding which will help us towards our search for a 'trades' building and we are looking into ways we can produce an offer that supports adults in upskilling and retraining in 'construction trades' whilst weaving in a commercial offer that would enable us to then expand the 16-18 offer into the building too. This is an ongoing piece of work.
9. Overall recruitment numbers in 25/26 finished at 5,148 (5,339 24/25) enrolments across 547 courses (24/25 562) with 2,448 learners (24/25 2,497). There is a drop in participation numbers, the drop in numbers is due to a variety of reasons:-
- 9.1. Partly reflected by learners being eligible for some of the trailblazer courses
 - 9.2. Some courses being unable to run due to insufficient learner numbers.

9.3. Moving some learners out of funded provision. as they are not allowed to keep repeating courses and are therefore no longer eligible, they either move into full cost provision or signposted to local providers who can meet their needs.

9.4. We have also had a drop in numbers this year within Digital courses as we had to stop recruitment around Easter whilst we designed and onboarded a new qualification route.

10. York Learnings final achievement figures for 24/25 Education & Training overall were;

10.1. Achievement 88.2% above national benchmarks(n/b) 87.2% n/b)

10.2. Retention at 93.3% (n/b 93%)

10.3. Pass Rate at 94.6% (n/b 93%).

10.4. 25-26 achievement rates will be kept up to date on our impact report as results come in <https://canva.link/york-learning-impact-report-2025-26>.

- It is still too early to predict where we will be for 25/26 at this point, but almost everything is moving in the right direction. We have had a poorer achievement rate within Routes 16-18 provision than we would have liked within their Functional Skills results.
- The apprenticeship offer achievement & retention rate was at 70.7% which was above benchmarks (n/b 60.4%) with a pass rate at 100% for 24/25 and this year we are currently at 87.5% which is a fantastic achievement.

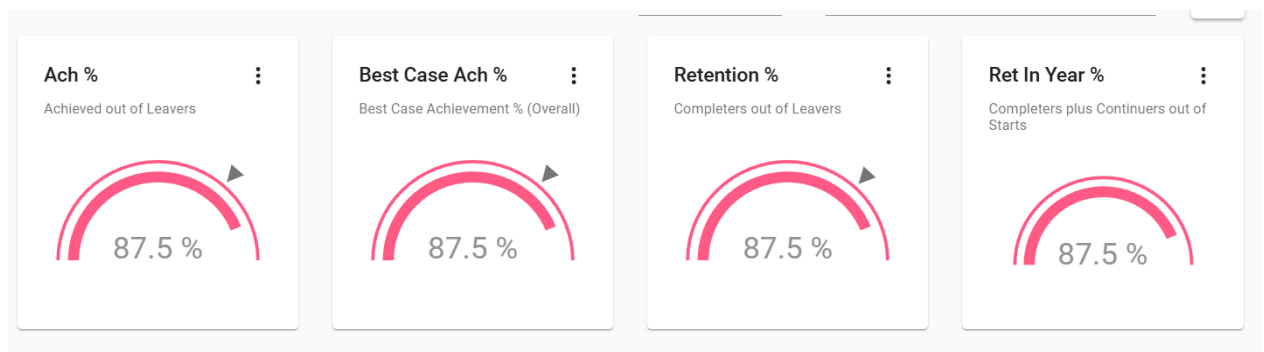


Figure 1 Apprenticeships

11. Achievement in maths overall is better than when last reported at 54.8% (24/25) which currently (before all results are in) has increased overall to 68% (25/26). However, achievement in maths level 1 was below benchmarks which is part of a national and regional picture. Functional Skills L1 was 34.5% compared national benchmarks at 57.1%. As we have reported previously, we have changed exam boards, and we are already seeing better results. However, one of our subcontractors chose to run their own exams with a different awarding body this year and results are poor, we cannot stop them from choosing to do this if quality of provision is high, which it was. Whilst quality of provision is still high the results and their choice of exam board has required us to bring this back in house and collaborating with them. This will affect our overall results but until the GCSE results are in and potential resits are final, we will not have a clear guide on this until later this year (usually December/January).

Basic skills English and Maths currently look like below but there are still exams being sat at this point of writing the report.

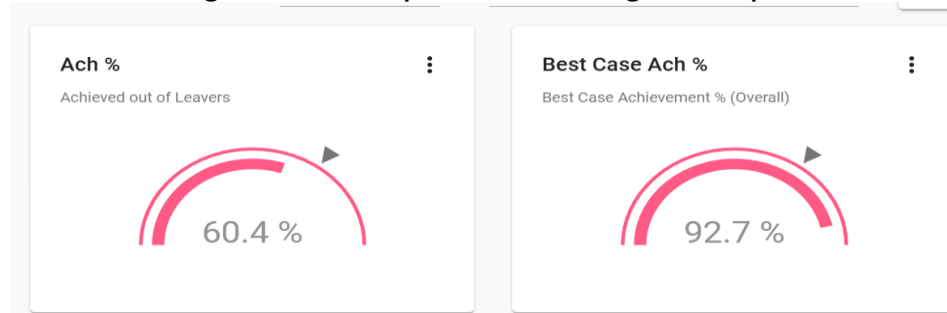


Figure 2 as at 30 July 26

12. Attendance continues to be challenging in the 16-24 young people's and high needs offer, mainly through, social emotional mental health issues, however with the additional mentor work we are putting in place this year additional site visits before starting and looking into 'Owls' bringing the classroom into their home, we are hoping that this will help engage and prepare the next cohort better.
13. We are pulling together an Impact Report (which is still being updated) as grades and feedback to keep the latest updates on grades to you as they are being received. <https://canva.link/york-learning-impact-report-2025-26>

Council Plan

14. The service offer aligns with the Council Plan 2023–2027 and its vision of creating a city for all. It contributes to the plan's four priority areas:
- **Equality and Human Rights** – by focusing on the needs of those who are marginalised, financially disadvantaged, underserved communities or those who are made vulnerable and promoting inclusive education.
 - **Affordability** – through free courses and fee discretions and providing families and others with information and support to help manage the cost-of-living.
 - **Environment and Climate** – by promoting and supporting sustainability through discussions around resident's daily routines. How to be sustainable in the fashion, creative, tech, childcare and adult care industries and also promoting bus and cycle routes to classes.
 - **Health and Wellbeing** – by engaging and creating relationships with residents and providing pathways to wellbeing that support and reduce isolation, loneliness and increase confidence, resilience, and opportunities they receive the right support at the right time to thrive.

Implications

15. This report and its annexes do not make any recommendations or changes to existing approaches or policies for City of York Council, our partners or our communities. As such no implications have been recorded below.
- **Financial** – None
 - **Human Resources (HR)** - None
 - **Equalities** - None
 - **Legal** - None.
 - **Crime and Disorder** - None
 - **Information Technology (IT)** - None
 - **Property** – None

Risk Management

16. This report carries no known risks.

Recommendations

17. Members are asked to consider the attached Strategic/Service Plan, challenge performance if needed, and *support the Plan*, subject to any suggested changes.

Reason: To help monitor the service and provide sound governance arrangement for York Learning Services.

Contact Details

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Adult Learning & Skills at
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Chief Officer Responsible for the report:

Maxine Squire
Assistant Director of Education and Skills

**Report
Approved**



Date 4 August 2026

Wards Affected: *List wards or tick box to indicate all*

All ☒

For further information please contact the author of the report

Background Papers

York Learning Impact Report: <https://canva.link/york-learning-impact-report-2025-26>

Annexes

1. Annex A York Learning Strategic Plan 2025_26
2. Annex B Accountability Agreement 25_26
<https://democracy.york.gov.uk/documents/s183414/Annex%20A%20Accountability%20Statement%20York%20Learning%202025-26.pdf>
3. Annex C York and North Yorkshire Local Skills Improvement Plan
https://www.wnychamber.co.uk/app/uploads/2023/08/LSIP_York_and_North_Yorkshire_2023.pdf
4. Supporting Paper - York 10 Year Skills Plan -
(<https://www.york.gov.uk/YorkSkillsPlan>)
5. Supporting Paper – York's Economic Strategy 2022-2032
<https://www.york.gov.uk/performance-policies/york-economic-strategy>

Abbreviations

CIAG - Career information advice and guidance
FE/HE - Further Education / Higher Education
IMD - Index of Multiple Deprivations
YNYCA - York North Yorkshire Combined Authority
VR/AR - Virtual Reality / Augmented Reality
3D - Three Dimensional
AI - Artificial Intelligence
n/b - National benchmarks
OWL – Video linked device to bring the classroom into the home of the learner

Strategic Plan Performance to Key Accountability Aims

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York Learning

Academic Year: 2025–2026

Strategic Plan Performance to key Accountability Aims – *York Learning 2025_26*

All strategic aims are linked back to accountability statement approved by the Executive Member in June 2025 for the coming academic year of 25/26. These aims are linked to local / National Skills priorities as set out in the Local Skills Improvement Plan (LSIP) and continuing to support the aims of the current Council Plan.

Council Plan priorities

Equalities and Human Rights - Equality of opportunity - We will create opportunities for all, providing equal opportunity and balancing the human rights of everyone to ensure residents and visitors alike can benefit from the city and its strengths. We will stand up to hate and work hard to champion our communities.

Affordability - Tackling the cost-of-living crisis - We will find new ways so everyone who lives here benefits from the success of the city, targeting our support at those who need it most, supporting communities to build on their own strengths and those of the people around them.

Climate - Environment and the climate emergency - We know the race to net zero is more urgent than ever and we will understand the impact our actions have on the environment. We will prepare for the future, adapting our city to extreme climate events and enhancing our environment for future generations to enjoy.

Health - Health and wellbeing - We will improve health and wellbeing and reduce health inequalities, taking a Health in All Policies approach, with good education, jobs, travel, housing, better access to health and social care services and environmental sustainability. We will achieve better outcomes by targeting areas of deprivation, aiming to level opportunity across the city.

Strategic Aim for 2025/26	Actions	Targets	
A. Increase participation and engagement in progression-based packages of learning	1. Develop curriculum models that clearly link learning opportunities to job role in priority sectors with at least one pathway by sector area in place by January 2026	1. Increase participation in IAG linked multi-programme internal progression from 60% to 75% 1.2 Increase progression into provision in: a) Wider FE/HE (from 30% to 40%) b) Progression into employment	1. The curriculum model is clearly linked to employment pathways and Information Advice and Guidance (IAG) can provide support to learners on how that translates. Participation in IAG linked programmes has increased from 60% to 75%. We have had increased appointments but also IAG bespoke visits to ESOL, Family Learning and Business Admin classes to talk about progression activities and how to put best self forward for job applications and interviews. All visits included key transferable skills acquired in class and how these match to the labour market and further learning opportunities; Collaboration between IAG team and Family Learning to roll out a Return-to-Work course in community settings, which included transferable skills, role matching, CVs, interview Skills, AI/VR communication and interview practice. Also, the team are doing an IAG road show roll out over summer 2026 into the wider curriculum offer. This will support learners to understand the wider careers and learning/IAG offer/landscape, how it may benefit them, and how they can access it. On top of that we are now promoting the Combined Authority Interchange and the benefits of how that can support their careers advice and guidance also. 1.2 a) Actual progression into wider FE/HE for 24-25 turned out to be 28.9% due to producing the data early this caused a flawed report. Whilst we are aspiring to reach 40% in this academic year,

		from 64% to 75%	we are having to modify how this data is collected and recorded due to data MiS system changes due to changes by DFE. As it is no longer compulsory to collect destination data our MiS provider removed it in the MiS system, this has confused teams on which bit they are reporting on for which type of course. We are still collecting data where we can, but this is still not up to the standard we would like but can assure that we are working on a more accurate way to collect this data which can coordinate with when this report comes to members. b) Progression into employment/work related placements from our provision currently running at 73% for 2025-26 academic year as of end of February 2026 – March-July statistics not available yet. 2. Funding for fully online classes only achieves 50% of its total funding if online only. Our model has primarily been blended (online with a tutor) anyway but our focus to expand the online model has had to shift due to the funding methods and the work involved. Most of our online classes are blended or Hybrid both in class and online. 25/26 saw an increase to online/blended/hybrid learning to 19% (24/25 17%) but we are currently releasing a new bite size offer that can give residents online learning in small chunks for free, which we expect to overhit the target of 23% The bite size courses are modules which teach bite sized chunks from the following curriculums:- ESOL, English, maths, digital, family learning, childcare, adult care, business admin. We hope to launch these from January next year.
	2. Provide wider range of learner touchpoints through on-demand, blended, hybrid and face to face interactions linked to each pathway with a pilot approach available by January 2025		

B. Develop curriculum pathways for adults who find mental wellbeing is a barrier to engagement with learning and employment	1. Develop a strand of tailored learning offer that engages with a group of individuals that struggle to see themselves in learning or employment due to health barriers. 2. Develop learning materials and support mechanisms. 3. Pilot programme to be up and running January 25 that recruits from JCP and partners and from those who are at risk of dropping out of programmes due to poor mental wellbeing.	1. SEMH programme that has clear wellbeing and employment / skills links created, target to deliver in 25/26 2. Support pathways identified but feedback will show adjustments needed or impact.. 3. Progression into wider learning or employment of 60% of the cohort.	1&2. An offer has been running this year to support wellbeing, including projects with both 16-24yr olds and 50+ via Trailblazers to gauge demand and facilitate what it looks like. Feedback from those who have participated and from tutors partners involved has helped us to create a more substantial offer. A package has now been developed that is more employment and health focused and is launched in this year's brochure to start from September. We have called the package 'Shape Your Future'. There are two pathways; a Work Skills pathway with 1-1 support as well as a separate group support available as targeted workshops. Then there is the Wellbeing pathway, they interconnect but individuals can choose their starting points. The pathways will give a strong foundation on which to build employment skills, into further learning, volunteering or work. Covering;- • Confidence & Resilience; • 5 Ways to Wellbeing (based on the NHS model); • Seven Ways to Rest • Alongside that are opportunities to be creative in a restful, mindful way with art or crafts and also via VR/AR mindfulness
C. Develop a culture-based pride in place thematic family	1. Identify key council leads on heritage and culture, in particular those seeking to develop the young person culture passport.	1. One pilot targeted parents in family learning program offered within 2025-6 academic year.	1. The pilot concentrated on a photography project for Clifton Ward to encourage a pride in place and understanding of what is in their area. (picture Padlet link here) There were also a variety of activities have taken place across the city to build on cultural interest including 'Discover and Grow' and '123 Go' which were all about encouraging

learning offer	2. Support working group to consider how this activity could support community development whilst improving essential and transferable skills in wider family members. 3. Develop learning materials and support sessions fundable as family learning to support this activity	2. Progression into wider adult learning offer of 45% of this cohort.	families to get out and about to use their local spaces promoting, Good early play and learning with your child. This helped learners identify the area around them we produced a padlet, centred around Art, activities to do in the holidays such as museums etc., for families to visit in York. This has continued to be updated as a Summer Holiday booklet for summer 2026 and we have worked alongside iTravel York to produce maths activities within walking routes they have produced and also promoting sustainable travel to get about the city and wider. Other activities have followed as - • Photography and VR use in the Clifton area, (similar to Minecraft) where learners can take photos of their local area and with the 3D camera can rebuild their city in Lego and go and then visit. Trial run completed as part of the Summer Festival. A second session will be hosted with Yearsley Grove parents and children at Yearsley Grove School. • First Parent and child art activity started 21/1/26 in Burton Green School. Pause in spring term due to tutor unavailability. Scheduled to restart after Easter 26. 2. 20% of learners who engaged in the pilot photography challenge went onto further learning in the two courses highlighted above and out of the 25 learners in those two courses 12 of those have progressed upwards into wider learning (48%). Whilst the original pilot hasn't met the initial target as is often the case with Family Learning the
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		3. 4% of that cohort with target IAG outcomes that lead to a national priority objective stated in their ILP.	progression happens a bit later. The progression therefore has surpassed the target. 3. 25 learners took part in 'Discover & Grow' and '123 Go' out of these 12 learners went into further learning (48%) from targeted IAG. One went into a Level 3 Teaching & Learning qualification which meets the 4% target. Out of the 48% of learners in this cohort who had IAG also had outcomes that led to the following national objectives:- • Every Child achieving • Thriving and keeping children safe
D. Reduce levels of digital inequality that impact participation and progression	1. Roll out digital engagement programme (community workshops) to 3 IMD areas in York 2. Improve progression rates from engagement to formal quals 3. Increase the amount of learners engaging with new tech such as VR/AR, aerial technology	1. Digital Engagement via Community Digital Menu has increased participation. Drones and VR rolling out in the summer in the Clifton and Acomb areas 30 new learners engaged by April 2026 2. 30% conversion rate from engagement to formal accredited IT routes 3. 3 community groups in IMD areas accessing new technology by July 2025	1. 26 digital engagement activities taken place including 16 community roadshows and 9 community digital menu bookings many of which were across multiple weeks. In total 176 people engaged with these activities. 2. Progression route from non-accredited courses in digital to accredited currently (April 26) at 24% has been difficult due delays in new qualifications available at Level 1 & 2. This has impacted stepping stones qualifications which were delayed and then pulled by the exam board. We have now moved to a new exam board and will be launching this September 26 3. This target was successfully met - 3 new community groups reached with new technology-based course delivery within Index of Multiple Deprivation (IMD) target areas. A total of 12 courses/workshops were planned and promoted based around drones/VR including community group focussed courses 83% of which were able to run.

E. Increase access to additional funding to support the ability to meet targets above.	1. Seek out funding opportunities to increase venue opportunities from MCA, LA and Central Government. 2. Continue to explore venue availability across the city. 3. Continue to explore mayoral opportunities towards a Business Skills Centre to support provision of entry pathways to higher levels in specific skill sectors.	1. Continue to seek out additional capital funding and/or support to achieve venue aims and expansion of provision into creating those entry pathways to higher level skills needs. 2. Clearly identify building needs and promote any possible locations with the planning team to explore further. 3. Present a business case setting out the capital investment and benefits of a skills premises for local and regional use.	1. Additional funding in 25/26 was awarded for Tailored learning which has helped us to increase our infrastructure capital towards a new building. Opportunities for new learning in construction identified and could be funded via FCJ funding from Combined Authority. Cannot offer without a building but applications for approvals processing through corporate systems. Additional ASF funding has been awarded May 2026 towards skills funding also all of which will support these aspirations. 2. Funding for construction trailblazer was sought and secured via Trailblazers and year 1 has successfully delivered to 20 learners working with a construction company delivering Heritage Construction. This has been very successful, and we have been successful in year 2 funding which is already recruiting. If we had a building, there would be opportunities to expand this offer and help it to become self-sustaining. This would also enable us to start a strand of teacher training in this area, and we will keep this as a potential future plan if a building materialises. 3. Business case approved at DMT November and March but requires further work and comments to be gathered before CMT approval can be sought.
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	4. Cross council working to improve promotion of learning/employment pathways for those with SEND.	4. Identify how growth for 16-24 offer could be serviced within a new building.	4. Trailblazers have successfully shown need and demand for an increased offer in this area. If our aspirations for a building can be realised we believe this, if created around an adult offer would enable a complementary offer and growth to the 16-24 age group designed around 'trades' training. It is clear from our models of working that a 16-24 offer would financially struggle to expand on its own, however, the way York Learning can weave different funding streams, full costs provision and project funding together could enable us to create a space that increases opportunities to this cohort. Our existing 16-18 study programme doesn't have the capacity for an increase which is why access to different premises is needed. • Trailblazer funding secured to support wider offer to 16-24yr olds with retaking L1or2 English/maths and our pastoral living skills support to enable them to attend learning moving in 26/27. In final three months of 25-26 financial year 18 additional young people targeted 15 additional young people received support. • Funding secured to run programme again in 26-27 financial year with the addition of Youth Mentor role to support young people to have support to engage with us and others to open up their options. • Lessons learners from Trailblazers will help us to identify how we can grow the 16-24 offer when opportunities to grow funding for 16-18 is very limited and inadequate for the offer expected. Strategy to support the funding from full costs provision and wider York Learning infrastructure
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			support would not currently fund another building to enable expansion without heavy use from the 19+ adult provision. Our service is successful at weaving funding around the offer to enable provision, but the service would need we suspect another 100k to support an expansion of routes into another building with priority of use. • York Learning has been working with the CYC Skills team with Internships for those with SEND and working closely with the CA to refer to the SEQF employment framework to support those who are 16-24 and SEND into work. We have also successfully generated via Trailblazer funding to deliver 'Reverse Jobfairs' that will support those who are marginalised, those who are made vulnerable, disabled people and other barriers to employment giving them an opportunity to interview potential employers. This will roll out in 26/27.
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Meeting:	People Scrutiny
Meeting date:	08/09/2026
Report of:	Sara Storey, Corporate Director of Adult Social Care and Integration
Portfolio of:	Cllr Steels-Walshaw, Executive Member for Health, Wellbeing and Adult Social Care

Decision Report: Adult Social Care Strategy

Subject of Report

1. To provide Scrutiny with an update on how the Adult Social Care Strategy is being taken forward through the Adult Social Care Improvement Programme and the developing delivery arrangements.
2. This report is for information and provides an update on the approach being taken. No decision is required.

Benefits and Challenges

3. Adult Social Care continues to operate in a challenging environment, with increasing demand, growing complexity of need and significant financial pressure. At the same time, the service is responding to the findings of the Care Quality Commission assessment and progressing the improvements required to strengthen the quality, consistency and effectiveness of services.
4. The service must therefore maintain safe and effective day-to-day delivery, whilst also progressing improvement activity and delivering the financial savings required by the Council. Managing these priorities together places considerable pressure on leadership, workforce capacity and frontline services.
5. Adult Social Care Improvement Programme provides the framework for bringing this work together. It is structured into six workstreams: Early Intervention and Prevention, Practice Improvement, Market Intervention, Supported Housing, Leadership Workforce and Culture; and Financial Sustainability.

6. The programme is intended to strengthen delivery, provide clearer ownership and oversight, and ensure improvement activity supports better outcomes for people, greater independence, improved quality and longer-term financial sustainability.
7. The Adult Social Care Delivery Plan will continue to be regularly reviewed as the Improvement Programme is further developed, bringing together the Adult Social Care Strategy, the Care Quality Commission assessment and the Improvement Advisor, the priorities identified through the Improvement Board, and the Adult Social Care savings plans.
8. The supporting resource plan will also continue to be developed alongside this work to provide greater clarity on capacity required to deliver the programme and the outcomes expected from that investment.
9. The approach is intended to bring greater clarity and alignment across Adult Social Care Strategy, improvement activity, financial sustainability, and resources required to deliver change, while maintaining safe and effective day-to-day services.

Policy and Strategic Context

10. The Adult Social Care Strategy supports the priorities and core commitments set out in the City of York Council Plan. It contributes to:
 - a. **Health and Wellbeing** – supporting people to remain independent, preventing or delaying the need for care and reducing health inequalities.
 - b. **Equalities and Human Rights** – promoting choice, dignity, independence and person-centred support.
 - c. **Affordability** – making best use of available resources, improving value for money and supporting financial sustainability.
 - d. **Climate and Environment** – supporting more sustainable, community-based models of care and reducing reliance on avoidable institutional or out-of-area provision.

11. The Adult Social Care Improvement Programme provides the framework through which these strategic priorities are being translated into delivery across the six improvement workstreams.

Financial Strategy Implications

12. Adult Social Care continues to operate within significant financial pressure, with increasing demand and complexity of need alongside workforce and commissioned care pressures. Financial sustainability is therefore integral to the delivery of the Adult Social Care Strategy and Improvement Programme.
13. The five service improvement workstreams will deliver the operational and service changes required to improve outcomes for people and support greater independence, quality and sustainability. The Adult Social Care savings delivery plans are aligned to these workstreams and the improvement activity being delivered through them.
14. The Adult Social Care savings delivery plans are, in the main, based on improving outcomes and the way services are delivered, with financial savings resulting from improved practice, prevention and early intervention, greater independence, better use of existing capacity and reduced reliance on higher-cost provision.
15. Financial Sustainability operates as a sixth, cross cutting workstream. Its role is to strengthen understanding of demand and cost drivers, benchmarking, financial modelling and forecasting, benefits tracking, financial controls and assurance of financial delivery across the programme.
16. The approach will provide a stronger link between service improvements, outcomes and the underlying position, enabling emerging pressures, variances and opportunities to be identified and acted upon at an earlier stage.
17. Investment has also been identified to provide additional capacity to support delivery of the Improvement Programme. The Resource Plan is being further developed to provide a clearer link between investment, workstreams, the activity being delivered and the outcomes expected from that investment.
18. The Resource Plan sets out the additional capacity identified to support delivery of the Adult Social Care Improvement

Programme. Resources are aligned to the improvement workstreams and the activity they are intended to deliver, with some areas of investment also directly supporting delivery of the Adult Social Care savings delivery plans. This additional investment is funded from the Adult Social Care growth.

Resource Plan cost by workstream

	Forecast 26/27	27/28	28/29	29/30
Early Intervention & Prevention	86	383	395	404
Practice Improvement	1,712	698	229	173
Market Intervention	89	-	-	-
Supported Housing	141	417	431	442
Leadership, Workforce & Culture	258	545	455	379
Cross Cutting	322	600	408	280
Total	2,709	2,643	1,917	1,678

19. The Resource Plan is being further developed to provide greater clarity on how each area of investment supports the improvement workstreams, the expected benefits and outcomes, links to the Adult Social Care savings delivery plans where relevant, and progress with recruitment and implementation.
20. Alongside the investment, the Adult Social Care savings delivery plans are aligned to the improvement workstreams and the service changes through which savings will be delivered. In the main, these plans seek to improve outcomes and independence, strengthen practice and make better use of resources, with financial savings resulting from those improvements.
21. The Council has already approved a number of Adult Social Care savings for 2026/27. These are set out below and form part of the Council's agreed financial plans.

2026/27 Identified budget savings

ASC ref	Project	Savings 26/27 (£k)
	Total	400

ASC01	Transport Services	Review of transport provision to rationalise routes and commission services.	100
ASC02	Supported Employment	End of current supported employment contract with a service continuing through York and North Yorkshire Combined Authority funding.	94
ASC03	Out of Area Placements	Review out of area care placements and move individuals back to the York area where appropriate	206

22. In addition to the approved savings, several further savings opportunities have been identified. These are aligned to the improvement workstreams and are being developed through the Adult Social Care savings delivery plans. The current profile of these opportunities is set out below.

Priority	Projects delivering savings	2026/27	2027/28	2028/29	2029/30
Early Intervention and Prevention	Front door	136	409	887	1,365
Practice Improvement	Residential and Nursing Care Usage, increase Health income, Direct Payments	1,092	1,659	1,884	1,884
Market Intervention	In house reviews and maximising in house resource	82	210	210	210
Supported Housing	Reduce voids in supported housing schemes and review of supported living schemes	355	509	-	-
Workforce leadership and culture	Agency Usage	162	-	-	-
	Total	1,826	2,787	2,981	3,459

23. The savings opportunities and delivery plans will continue to be developed and validated through the relevant improvement

workstreams, including confirmation of delivery activity, timescales, financial impact and benefits. Financial savings will only be reflected as deliverable savings where they are sufficiently evidenced, agreed and measurable.

24. The financial sustainability workstream will provide cross-programme oversight and assurance, including improved understanding of demand and cost drivers, benchmarking, financial modelling and forecasting, benefits tracking and strengthened financial controls.

Recommendation and Reasons

25. Scrutiny is asked to:
 - a. Note the development of the overarching Adult Social Care Strategy Delivery Plan which brings together the improvement activity and outcomes delivered through the Adult Social Care Improvement Programme and the Adult Social Care savings delivery plans; and
 - b. Provide feedback, questions on the current draft Adult Social Care Strategy Delivery Plan
 - c. Note the approach to monitoring progress and outcomes.
26. This approach will provide a single, coherent framework for translating the Adult Social Care Strategy into delivery, strengthening oversight of progress, outcomes, improvement activity and financial sustainability.

Background

27. The strategy, equality impact assessment and summary of consultation results were presented to Scrutiny on 8 October 2025.
28. The purpose of the strategy is to provide a clear, coherent statement of vision, priorities, and planned activity for adult social care in York. The strategy is aligned with existing local plans and commitments while ensuring it is accessible, easy to understand, and consistent with the language and tone of other CYC strategic documents.

29. The strategy aims to create a strong foundation for future planning and delivery, supporting a shared understanding of direction and purpose across the system.
30. It is designed to:
 - a. Reflect what matters most to people who draw on care and support, and those who support and work alongside them.
 - b. Ensure alignment with wider strategic documents, including the Council Plan, Health and Wellbeing Strategy, and Joint Strategic Needs Assessment.
 - c. Provide a focused, high-level framework to guide future decision-making, commissioning, and service development.
 - d. Clearly communicate the city's vision and priorities for adult social care.
31. The strategy outlines the Vision for adult social care, along with the commitments, approaches and priorities for 2025 – 2028.
32. The outputs from 2025/2026 are currently being drafted into the Local Account.

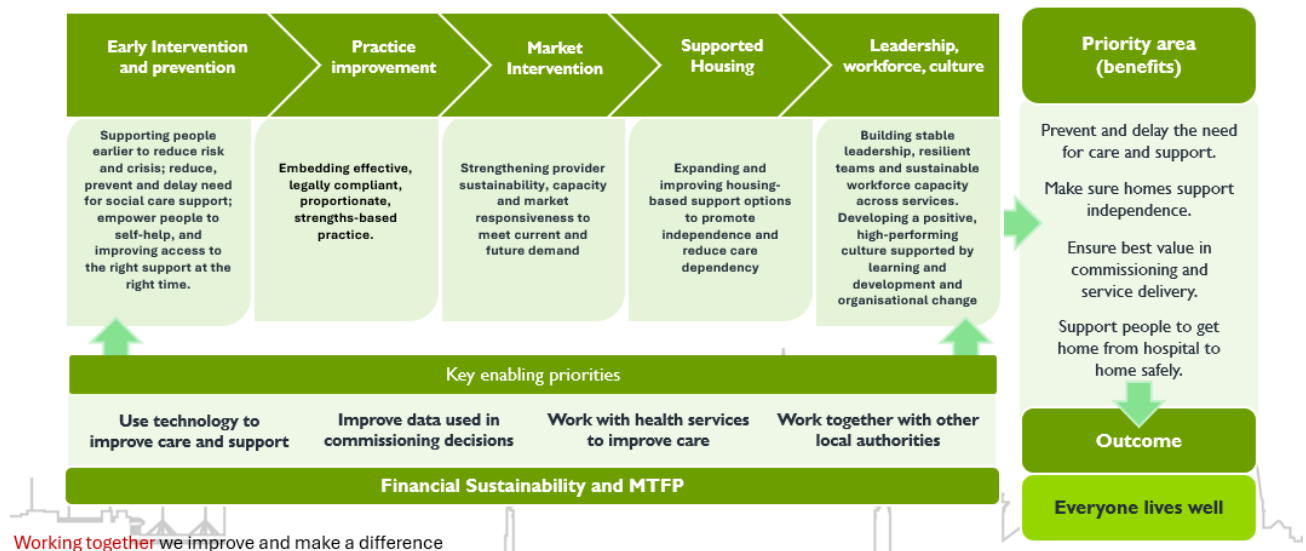
Delivery Plan

33. The overarching Adult Social Care Strategy Delivery Plan is set out at Annex A. It translates the Strategy into an integrated delivery framework bringing together improvement workstreams and financial sustainability, and key enabling priorities.
34. High Level delivery plan:

Adult Social Care Strategy: Delivery



We want everyone to live well, with the right care and support when they need it. We believe people's strengths and in the power of communities. We will work in partnership with others to help stay independent, reduce unfair differences in health and wellbeing and make sure support is respectful, easy to access and right for each person. To understand how we will deliver this vision, our programme will be assessed against the below priorities:



35. The Delivery Plan will be supported by detailed workstream plans, setting out the key activity, milestones, measures, accountable leads aligned to the intended outcomes. These will bring together financial sustainability and the improvement activity and outcomes delivered through the Adult Social Care Improvement Programme and Adult Social savings delivery plans.

High-level summary of progress

36. Significant progress has been made in establishing the strategic direction, governance and delivery arrangements required to support sustainable improvement:
- Leadership, workforce and culture:** Resource requirements and capacity gaps have been identified. Recruitment to key leadership and programme roles is progressing, alongside the Head of Service restructure and wider work to strengthen organisational capacity, accountability and culture. A Quality Assurance and Performance Forum has been established, with a performance framework, data cleansing and dashboards in development.
 - Early Intervention and Prevention:** Early impact is being demonstrated through the Front Door redesign, including multidisciplinary working, improved advice and guidance, diversion from statutory services where appropriate, and better use of assistive technology.

- c. **Practice Improvement:** Further improvements include Learning Disability and Autism transformation programme, preparation for Adulthood, implementation of the Carers Strategy, implementation of the Co-Production strategy and strengthened Direct Payments processes.
- d. **Market Intervention:** Work is progressing to develop a more strategic and outcome-focused approach to commissioning. This includes development of the dementia model, implementation of the VSCE Commissioning principles, improvements to Live Well York and the development of a neighbourhood model. Together this work aims to make better use of community assets, strengthen preventative support and improve access to information, advised and community-based services.
- e. **Cross-council working:** Engagement and joint working have increased across Public Health, Housing, Finance, Procurement, Transformation, Strategy and Policy, supporting a more coordinated response to the wider factors affecting adult social care outcomes and financial sustainability.

Consultation Analysis

- 37. Co-production, consultation and engagement with people who draw on care and support, unpaid carers and people with lived experience are being embedded within the delivery workstreams and will continue to inform the development and implementation of the activity.

Options Analysis and Evidential Basis

- 38. There are no alternative options to consider, as the report provides an update and seeks Scrutiny's comments on the proposed Delivery Plan.

Organisational Impact and Implications

- 39. The organisational impact and impacts are as follows:
 - **Financial, contact: Chief Finance Officer.**
The Delivery Plan provides the overarching framework for activity intended to improve outcomes and support financial sustainability. The investment required for additional resources is funded from Social Care Growth and agreed with Finance.

- **Human Resources (HR), contact: Directorate HR Manager and Chief Officer HR and Support Services**
The programme required additional workforce resources which are either recruited to or in progress.
- **Legal, contact: Head of Legal Services – n/a**
- **Procurement, contact: Head of Procurement – n/a.**
- **Health and Wellbeing, contact: enquiries.publichealth@york.gov.uk**
Public Health supports the recommendations of the report. The approach and priorities explained within the Adult Social Care Strategy supports the York Health & Wellbeing Strategy 2022-2032 to make good health more equal across the city.
- **Environment and Climate action, contact: Director of Transport, Environment and Planning, and Head of Carbon Reduction. – n/a**
- **Affordability, contact: Director of Customer and Communities.**
The Equality Impact Assessment completed
- **Equalities and Human Rights, contact: Assistant Director of Customer,**
The Equality Impact Assessment completed
- **Data Protection and Privacy, contact: information.governance@york.gov.uk**
The relevant data protection requirements were completed for the consultation undertaken for the strategy development. Whilst processing of personal and/or special categories of personal data to compile the anonymised information in the report was undertaken, it is not likely to result in a high risk to the rights and freedoms of individuals and mitigations are in place to minimise these identified risks.
- **Communications, contact: Head of Communications.**
We'll look at how best to use communications support to help the organisation deliver the strategy. Being able to articulate a clear vision and clearly defined priorities will directly benefit our work with partners and service users. Individual elements of the

strategy may benefit from targeted support, in terms of people knowing about a particular element of the work or to encourage people to take a particular action.

- **Economy, contact: Head of City Development.**
The strategy sets out a clear approach to Adult Social Care following significant engagement which is welcomed. An effective approach to Adult Social Care is a critical component of any thriving economy, including key relationships to a workforce health and underlying socio-economic stability. The strategy is welcomed in these respects.

Risks and Mitigations

40. There are no known risks in developing the strategy, consultation was across a wide range of users of Adult Social Care, partners and staff.
41. There are risks across both the Adult Social Care Improvement Programme and the areas identified for improvement through the Care Quality Care assessment. However, significant progress has been made in mitigating several of the highest-priority risks through strengthened oversight, governance arrangements and targeted improvement activity. Key areas of progress include:
 - a. **Safeguarding Oversight:** All Care Quality Commission high-priority recommendations were immediately identified and prioritised. Clear oversight now in place, strengthened Front Door model, new screening and authorisation processes, and improved out-of-hours arrangements.
 - b. **Safeguarding practice strengthened:** triage moved to safeguarding team, new practice development lead in post, improved audit processes, and evidence that decision making is sound.
 - c. **Waiting list risk now understood and actively managed:** Live risk reporting, prioritisation, performance clinics, and procurement of external capacity to clear backlogs.
 - d. **Hospital discharge safer and more coordinated:** Daily Multi-Disciplinary Team escalation meetings in place and shared discharge pathways.
 - e. **Demand Management:** Strengthened front door in place to manage demand.

- f. **Market Capacity:** Market-shaping activity is underway to develop and expand local provision. This includes engagement with care providers and housing partners, alongside the development of a supported living workstream to increase capacity and improve choice for residents.

Wards Impacted

42. All wards

Contact details

For further information please contact the authors of this Decision Report.

Author

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Report approved:	Yes
Date:	28/08/26

Co-author

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Service Area:	Adults Social Care & Integration
Telephone:	
Report approved:	Yes
Date:	28/08/26

Background papers

All relevant background papers must be listed.

A ‘background paper’ is any document which, in the Chief Officer’s opinion, discloses any facts on which the report is based, and which has been relied upon to a material extent in preparing the report. See page 5:3:2 of The Constitution.

Annexes

All annexes to the Decision Report must be listed.

Background paper: Adult Social Care Strategy

Annex A: Adult Social Care Strategy Delivery Plan (Draft)

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Adult Social Care Delivery Plan 2026

DRAFT FOR DISCUSSION –
People Scrutiny Committee 26 October 2026

Adult Social Care Strategy on a Page



Introduction

The ASC strategy was co-produced during 2025 through extensive engagement and consultation with people who draw on care and support, unpaid care, residents, staff and partners. In December 2025, the Care Quality Commission (CQC) published its assessment of the Council's adult social care functions.

The Delivery Plan provides the overarching framework for delivery of the Strategy. It brings together the improvement workstreams, financial sustainability and key enabling priorities, informed by the CQC assessment and Improvement Board activity.

Summary of the Strategy

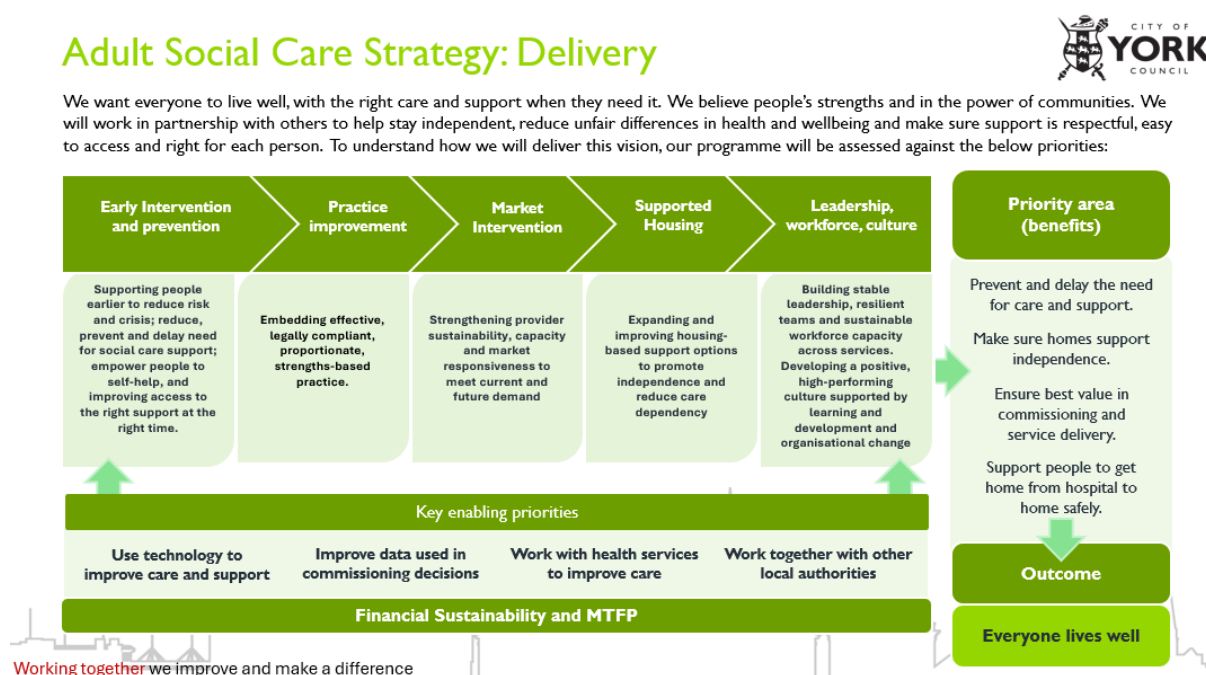
The strategy sets out a clear vision that everyone in York should be able to live well, with access to the right care and support when it is needed. It promotes a strengths-based approach, independence, dignity, and choice, working collaboratively with people with lived experience and partners; valuing unpaid carers; and supporting the workforce. Its priorities include prevention, housing, technology, best value, improved data, partnership working and safe and timely transitions from hospital to home.

Context for the ASC Delivery Plan

The strategy sits within a challenging and rapidly changing context for adult social care in York, shaped by rising demand, financial pressures, and the need to improve outcomes and experiences.

Adult Social Care is experiencing rising and increasingly complex demand alongside significant financial and workforce pressures. This requires a continued focus on prevention and independence, consistent and high-quality practice, effective commissioning, partnership working and better use of data and technology. The Delivery Plan brings this activity together to support improved outcomes, manage demand and provide a clearer route towards financial sustainability.

Adult Social Care Strategy Delivery Framework



Adult Social Care Improvement Programme Workstreams

The overarching Adult Social Care Strategy Delivery Plan translates the Strategy's vision and priorities into coordinated activity and outcomes. It brings together the financial sustainability and improvement workstreams; early intervention and prevention, practice improvement, market intervention, supported housing, and leadership, workforce and culture. The workstreams are supported by key enabling priorities and include relevant activity delivered through the Adult Social Care savings delivery plans.

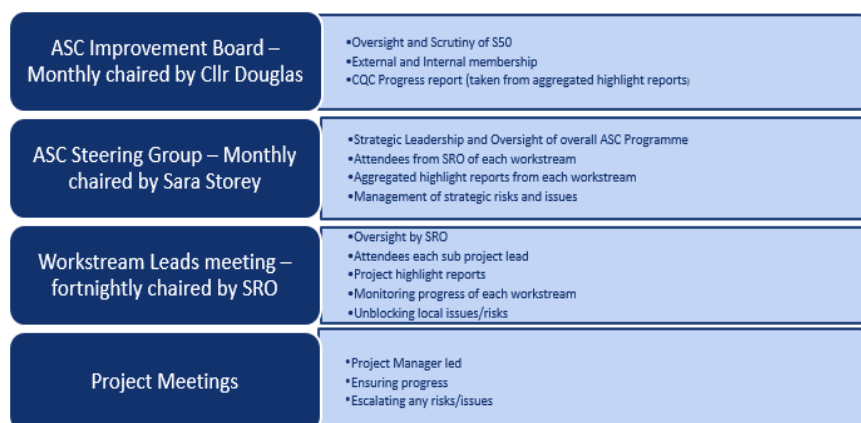
Programme Governance and Accountability

The Corporate Director of Adult Social Care and Integration has overall accountability for delivery of the Adult Social Care Strategy. The Improvement Board provides oversight and assurance across the financial sustainability and improvement workstreams, with designated workstreams leads accountable for delivery. Programme management, performance and financial support will enable consistent monitoring of activity and milestones, measures, risks and dependencies, with matters escalated through the appropriate Council governance arrangements.

Governance and Assurance

The governance structure provides oversight, assurance and escalation across the Adult Social Care Improvement Programme. Financial sustainability, delivery, progress, performance, risks and dependencies and outcomes will be monitored through each level of governance, with assurance provided to the Adult Social Care Improvement Board.

Programme Governance Structure



Workstream Delivery

The following sections set out the intended outcomes, grounded in what matters most to people who draw on care and support, unpaid carers and those who work alongside them. A focused set of Adult Social Care wide success measures and high-level impact measures for each workstream is being developed following the August Improvement Board workshop. These will demonstrate whether activity is improving people's experience and outcomes, alongside performance and financial sustainability. More detailed operational measures will be maintained within the supporting workstream and project plans.

The table below sets out the expected outcomes for each workstream. A focused set of high-level success measures will be developed with workstreams and informed by what matters most to people, existing performance information and the August Improvement Board workshop. The measures will be baselined and agreed through the Improvement Board process.

Workstream	Expected Outcome	Areas for success – measures development
Early Intervention and Prevention	People receive the right support early, helping them remain independent, building on their strengths, and preventing delaying crisis and the need for long-term care.	Access to the right support first time; impact of prevention and early help; independence and reduced demand for long-term care; experience of people and unpaid carers.
Practice Improvement	People experience consistent, proportionate and strengths-based practice that promotes independence and involves them in decisions about their care and support.	Timeliness of assessments, reviews and safeguarding responses; quality and consistency of strengths-based practice, people feeling safe, listened to and involved.
Market Intervention	People can choose good-quality, sustainable local care and support that meets their needs.	Local capacity and market stability; provider quality and compliance; choice, access and value for money.
Supported Housing	People can access suitable housing and support that promotes independence and reduces reliance on more restrictive forms of care.	Availability and effective use of supported housing; independence and reduced reliance on residential care; quality and people's experience.
Leadership, Workforce and Culture	People receive consistent, high-quality support from a skilled, stable and valued workforce, underpinned by effective leadership.	Leadership and workforce stability and capability, and workforce culture and wellbeing; continuing and quality of support.
Financial Sustainability and Medium-Term Financial Plan	Adult Social Care delivers improved outcomes while managing demand and cost pressures and delivering agreed savings.	Delivery of savings and budget position; demand and cost drivers; financial benefits, and outcomes and value achieved

Each Workstream will develop and agree 'headline' success measures, supported by detailed operational measures where required. The success measures will focus on impact and what matters most to people.

Financial Sustainability

Financial sustainability is a cross-cutting priority across all five improvement workstreams. Adult Social Care savings delivery plans are aligned to the relevant

workstream activity, with improvements primarily focused on better outcomes while also delivering financial benefits.

Financial oversight will include demand and cost drivers, benchmarking, modelling and forecasting, benefits and savings tracking, and strengthen financial controls. Delivery progress, risks and financial impact will be monitored through established programme and financial governance.

Workforce Stabilisation

There is an immediate priority to stabilise the senior leadership capacity in Adult Social Care. This includes permanent recruitment to leadership and operational roles, strengthening induction and development, supporting workforce wellbeing and retention, and ensuring that capacity and capability are aligned with demand.

The detailed phased approach to recruitment is set out in the Adult Social Care Resource Plan.

Resourcing and Capacity

Investment has been identified to provide the capacity and capability required to deliver the Adult Social Care Improvement Programme. This includes leadership and operational capacity, enabling support, programme and performance management, co-production and communications, and targeted specialist support.

The Resource Plan will be reviewed alongside the Delivery Plan to ensure resources remain aligned to priority improvements, sequencing and delivery requirements. Some areas of investment will also support delivery of financial benefits through the aligned Adult Social Care savings delivery plans.

Co-production, Engagement and Experience

Resident and carer experience will inform the continued development and delivery of the programme. This will include feedback on timeliness, communication and outcomes, alongside clearer alignment with the Carers Strategy and evidence of how carers' voices are shaping improvement.

Workstream delivery plans will identify where activity is to be co-produced and how feedback and lived experience will be used alongside performance, quality and financial information to assess impact.

Cross-cutting Enablers and Assurance

Digital transformation, including Mosaic optimisation, self-service opportunities and the assistive technology roadmap, will support sustainable service improvement across the programme.

Market position, provider stability and potential hand-back risks will be monitored through the Market Intervention workstream. Workforce wellbeing and retention will be addressed through the Leadership, Workforce and Culture workstream.

Key dependencies, including leadership recruitment, commissioning capacity, digital improvements, corporate and external support, and the sequencing of change will be

identified and monitored through programme governance to support realistic planning and confidence in delivery.

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City of York Council

Adult Social Care Strategy

2025 - 2028





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Strategy on a Page



Introduction

I am delighted to introduce the Adult Social Care Strategy for York. This sets out our ambitions and outlines the way in which we will deliver Adult Social Care services that make a real difference to people in York.

Adult Social Care is essential to the everyday lives, health, wellbeing and safety of thousands of people in our city. Whether it is by providing the best information and advice to help people stay safe and well, making sure people have the things they need to manage in their day-to-day lives, or by 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 and their carers to have the best possible quality of life, with the opportunity to make choices and do those things that are most important to them and make their lives worthwhile. We call this a “strength-based approach” and it is one of the cornerstones of the way we work. Our approach focuses on building on the strengths of individuals and communities to help them grow and succeed.

We will provide high-quality support that adapts to different needs while working with people to include them in decisions about their care. We will make sure that our services are safe and fair, and invest in a skilled team that can offer the very best advice and support. We will use our data and information to guide our decisions and collaborate closely with partners across all sectors to achieve the best outcomes.

York is a place that celebrates the unique strengths of people and their communities. Our role is to help those with care and support needs and their carers live happier, healthier, and more independent lives. We will work together to provide safe and high-quality care and support, making sure fairness and independence are at the heart of everything we do.



Sara Storey

**Director of Adult Social
Care & Integration**

About This Strategy

This strategy sets out how we will work together to support people to live the lives they choose, in communities where they feel included, valued and connected. It is not just a list of actions or aims. It is a framework that brings together what matters most, how we go about our work, and what we need to focus on in the years ahead. It brings together our commitments, our approaches to the work, and our key priorities for improvement and change.

Each part supports the others. Our commitments describe the core values and responsibilities that shape adult social care in York. Our approaches explain how we will work day to day, from building relationships and working in partnership to using data and insight to guide decisions. Our priorities highlight the areas where we need to go further or faster to improve outcomes and build a more sustainable care and support system.

Our strategy recognises that supporting people to stay well, connected and independent for as long as possible is good for individuals, families and communities. It helps to ensure that we make the best use of limited resources. It creates the space we need to invest in innovation and improvement and helps us focus our resources when and where they are most needed, for the people with the most complex needs and for care and support that cannot be delayed or avoided.

Supporting our workforce, working in strong partnerships, and using good information are essential to making adult social care work well. These things help us improve people's experiences, use resources wisely, and focus on what matters most.

This is how we create a stronger, more responsive adult social care system, one that works not just in parts, but as a whole.

Michael Melvin

**Director of
Safeguarding**

About Adult Social Care

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

- Information, advice and early support to help people stay safe and independent.
- Support for people to live well at home (also called home care).
- Housing with support on site, like Extra Care or Supported Living.
- Day centres offering activities and company.
- Help for people to stay active and connected in their communities.
- 24-hour care in residential or nursing homes.
- Short-term help after illness or hospital stay, like reablement.
- Equipment and changes to the home to make life easier.
- Support for unpaid carers.
- Help for people to work, study, volunteer or spend time with family and friends.
- Safeguarding services for people who may be at risk of harm, abuse or neglect.

These offers of support are available to people of all ages who have care needs that qualify for help under the Care Act 2014, including young people moving into adulthood who may need support, people of working age and older people.



Adult Social Care and the Law

Adult Social Care in England is governed by The Care Act 2014. This is a law that says how councils must help people stay independent and safe and that people should get the right support when they need it. The law makes sure people are treated fairly and listened to. This includes people who pay for their own care and those who get help from the council. It also says that unpaid carers, like family members who look after someone with care needs, must be supported too. The aim is to make sure everyone gets the right care at the right time, and that people remain safe from harm and are respected.

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

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

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

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

Promoting individual wellbeing, known as the wellbeing principle, to put wellbeing at the heart of care and support.

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

Shaping the care market to make sure there are enough good quality services and choices for people. Being ready with backup plans in case a care provider cannot continue.

Our Vision

In York, we want everyone to live well, with the right care and support when they need it. We believe in people's strengths and in the power of communities. We will work in partnership with others to help people stay independent, reduce unfair differences in health and wellbeing, and make sure support is respectful, easy to access, and right for each person.

Our vision is part of the wider City of York Council Plan commitments to a healthier, fairer, more affordable, sustainable and more accessible city where everyone feels valued.

We believe that excellent Adult Social Care services are delivered by valued staff, supported by strong leaders and effective partnerships with others.

Our vision is to put people at the centre of care. We are committed to providing the highest quality advice, support and care. We plan to work more closely with our partners in the council, those in health and care services, and organisations and people in our communities. Our goal is to improve care and support for people receiving these services and for their families and carers.



Our Commitments

Focusing on people's strengths and what matters most

We will listen to people and support them to live the lives they choose. We will build on people's strengths, support communities to thrive, and involve people in shaping the support that works best for them.

Supporting people to live well at home or in their community

We will help people to live independently wherever possible, by making use of technology, equipment, and a range of housing options. We will focus on choice and flexibility to help people live where and how they want.

Promoting wellbeing at every stage of life

We will help people stay healthy, live, work and learn well, stay connected to their communities, and prepare for changing needs as their lives evolve. Our approach will reflect people's whole lives, not just their care needs.

Supporting safety with dignity and choice

We will work with others to help people stay safe from harm and abuse. We will support people to make informed decisions and take positive risks, recognising that safety means different things to different people.

Working together for better care and support

We will work across the council and with health, care, and community partners to make sure people get the right support at the right time. We are committed to joining up services so that people experience seamless, high-quality care that reflects their needs and priorities.

Using our resources fairly and wisely

We will make sure support is sustainable and focused on outcomes that matter. We will be open about how we make decisions and explore new ways to meet people's needs, working closely with communities and partners.

Valuing carers

We recognise and value the vital role of unpaid carers in our communities and we will support them in their caring role, involving them in plans and decision making and supporting them and the people they care for if their caring responsibilities change or end.

Supporting our workforce

We are committed to ensuring staff have the training, resources, and respect they need to deliver excellent care and support. We will commit to the development, wellbeing, and best working conditions for everyone in the care sector.

Our Approaches

Our approaches set out the key principles and ways of working that guide us. This helps us stay consistent, stay true to our values, and makes sure we keep our focus on what really matters.

Working together with people with experience

Our approach will be to work alongside people with lived experience, carers and communities as equal partners to shape and develop services as well as other changes to care and support. This is known as co-production. It means involving people early in decision-making, being open about what can change and acting on what people tell us.

Providing high-quality and flexible support

We will work in ways that ensure support is consistently high quality, responsive and shaped around people's lives. This includes commissioning services that can adapt to changing needs, respond quickly to different circumstances and offer respectful, reliable help. Our ways of working will be designed to be flexible, so the right support is available at the right time, in the right way. This approach enables greater independence, choice and control for people drawing on care and support.

Using evidence and insight to make the best decisions

We will use a mix of data, evidence and lived experience to understand what is working well and where gaps or inequalities remain. We will strengthen the information we use to deliver services. This evidence-informed approach helps us improve outcomes, plan support and make fair, transparent decisions. We will share what we learn, track our progress and use insight to shape how we work in the future.

Building strong partnerships for best results

We will work closely with our communities and partners, including the NHS, community organisations, housing services and others across the council. This partnership approach brings together a wide range of skills, experience and resources to deliver on our commitments and priorities and will make things simpler for people navigating care and support.

Our Priorities

The priorities below were chosen to align with goals from our Council Plan and Health and Wellbeing Strategy. They focus on areas we believe need improvement or development and include ideas from the 'Making it Real' Framework, created by Think Local Act Personal, a group dedicated to improving health and care with input from service users.

Prevent and delay the need for care and support

It is important that we do more to prevent or delay people needing long-term care and support. This means investing in early help, strong communities and information that supports people to stay well, connected and independent. We want to support people before they reach crisis, reduce avoidable hospital admissions and ensure people can continue to live the lives they choose. This approach helps improve quality of life and reduces pressure on formal services.

Make sure homes support independence

We need to increase the availability and quality of housing that supports people to live safely and independently. This includes more accessible homes, better supported housing options and accommodation that offers choice for people with different needs. Many people want to stay in their own homes or live in their communities with the right support in place. We want to work with housing providers and partners to make this possible for more people.

Ensure best value in commissioning and service delivery

It is important that we make the best possible use of the public money we are responsible for. We will review how we commission and deliver services to make sure they are cost-effective, sustainable and delivering the best outcomes. This includes meeting our legal duty to ensure 'best value' while also focusing on quality, fairness and impact. We will explore new ways of working and work closely with providers to improve how services are planned, delivered and reviewed.

Our Priorities

Work together with other local authorities

We need to build stronger working relationships with other councils across the region and nationally. By sharing good practice, pooling knowledge and exploring joint approaches, we can improve services, reduce duplication and develop solutions to shared challenges. This will help us respond better to common issues such as workforce and market sustainability, and cost pressures in care.

Improve the data used in commissioning decisions

It is important that our decisions are guided by clear, accurate, up-to-date and useful information. We will strengthen the way we collect, analyse, and use data. Better use of data will help us make fairer decisions, target support more effectively and improve how we commission services.

Support people to get from hospital to home safely and effectively

We need to improve the way people are supported when they leave hospital to ensure the best chance of recovery. We will work with NHS and community partners to plan discharge well, support people's strengths and reduce the chance of readmission.

Use technology to improve care and support

We recognise how important it is that we embrace technology to improve how care is provided and experienced. We will adopt and use more digital tools, assistive technology and improved systems to help staff work more efficiently and help people live more independently. This includes supporting people with technology in their homes, improving access to information and modernising how we manage care records and referrals.

Work with health services to improve care

We need to strengthen how we work with NHS partners to join up care across the system. We recognise how better coordination between health and social care helps people get the support they need more quickly and reduces stress on families and carers. We will work to align our plans, share resources and ensure care feels as seamless as possible for the people who use it.

Our Vision

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Our Commitments

 Focusing on people's strengths & what matters most	 Supporting people to live well at home or in their community	 Promoting wellbeing at every stage of life	 Supporting safety with dignity and choice
Working together for better care & support 	Using our resources fairly and wisely 	Valuing carers 	Supporting our workforce 

Our Approaches

Providing high-quality and flexible support	Working together with people with experience
Using evidence and insight to make the best decisions	Building strong partnerships for best results

Our Priorities

Prevent and delay the need for care and support	Make sure homes support independence	Use technology to improve care and support	Ensure best value in commissioning and service delivery
Improve the data used in commissioning decisions	Work with health services to improve care	Support people to get from hospital to home safely and effectively	Work together with other local authorities



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