
Shareholder Committee**12th October 2026**

Report of the Chief Officer Human Resources and
Support Services

Work with York Ltd Update October 2026**Purpose of Report**

1. To consider and receive the Work with York Ltd latest performance update and have an overview of the agency workers engaged by City of York Council.

Recommendations

2. Note the Performance Update from Work with York Ltd
 - a. Reason: To ensure the Council is updated on the performance of and plans for Work with York Ltd.

Background and analysis

3. Work with York Limited ("WwY") was formed in October 2024, following a Council Executive Decision in July 2024, as a Teckal Company compliant with Reg. 12(1) of the Procurement Regs and Schedule 2, Part 1, Para 2 of the Procurement Act 2023.
4. Work with York Limited's sole shareholder is City of York Council.
5. Work with York Limited started trading on 1st April 2025 providing staff to City of York Council, the earlier contract for the direct engagement of candidates and the supply of agency worker services dated 7th September 2023 with City of York Trading Ltd having been novated to Work with York Limited in line with July 2024's Executive approval.
6. Work with York Limited provides temporary, interim and casual agency staff to the Council, in a wide range of roles and across many Council services.
7. Work with York Limited also has second tier contracts with nine specialist agencies to support the Council.

8. Work with York Limited's services to the Council include support with hard-to-fill and/or senior permanent recruitment.
9. WwY's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps (currently on maternity leave) and usually meets monthly to consider financial and performance reports and plan future strategy.
10. 2025/26 was WwY's first year of trading and profitable. Draft audited accounts have now been received after an audit in late June 2026, and audited accounts will be presented in February 2027's Shareholders meeting. For 2026/27 WwY to date is ahead of budgeted revenue.

City of York Council Work With York Assignments

11. Over the last quarter, agency assignments have reduced slightly however, remain higher in comparison to last year.
12. City of York Council, currently (August figures) have 222 Work with York workers across the council. The highest agency numbers are in adult services (64) and environmental and regulatory directorates (61). Within adults over half of the WWY workers are deemed bank staff who are called at short notice to cover shifts arising from absence or leave within provider services. Similar bank staff arrangements are in place at Howe Hill and the Beehive. Bank arrangements make up nearly 30% of the current WWY placements. Ad hoc shift agency cover is also provided in cleaning services.
13. From a CYC perspective, Work with York (WWY) assignments will continue to be used but remain a key part of the cost control process. Costs and numbers are constantly reviewed however, they are expected to fluctuate to meet demands across the council directorates, and the reason for this is, as mentioned above, to ensure that staffing ratios in key reactive services are maintained - such as in Wenlock / Ousecliffe children's homes.
14. As part of the review of agency, Adults services have recently launched numerous recruitment campaigns to appoint additional social workers as part of the improvement work following the Care and Quality Commission (CQC) outcome published in December 2025. This will reduce the number of adult services social workers and other key posts currently covered by agency workers. Agency workers can of course under the agency worker regulations

apply for internal (and external) appointments. Those appointed may well be subject to introduction fees payable to WWY.

15. The largest proportion of Environmental and Regulatory directorate agency staff are within Waste services and Public Realm, again for fluctuations in cover for front line services. There is also a review of working practices in waste services, and permanent recruitment arrangements are assessed on a continuing basis whilst negotiations with trade unions are ongoing.

Information from the Managing Director of Work With York: Delivering Shareholder Value

16. Shareholder value is typically delivered in several ways including through non-tangible benefits. Work with York Limited now delivers shareholder value to the Council through:
 - a. Employment opportunities for residents at all levels - though most roles are temporary, this fits with other staff commitments and many agency staff stay registered over many years enabling them to move between assignments.
 - b. WwY temporary staff who have experience of Council systems and processes and are often suitable applicants for contractual vacancies within Council, very competitive WwY transfer fees are fixed for the duration of the current contract.
 - c. A cost-effective recruitment service which supports the Council in the efficient and effective delivery of its services to the residents of York, provides the Council with resilience and supports the Council in meeting its financial challenges.
 - d. The ability to respond quickly to the Council's changing operational and staffing needs and priorities. WwY recruitment staff advise Council managers on market conditions and payrates to enable authorisation for new roles and to maximise the chance of securing suitable candidates.
 - e. The experienced WwY recruitment team have both Council and specific sector knowledge enabling them to match candidate skills to temporary Council roles.
 - f. The provision of Interim and Specialist staff in a wide range of professional and technical disciplines to support CYC's strategic plans, projects and objectives.
 - g. Support by Work with York Limited with hard-to-fill permanent roles, with headhunting, direct candidate sourcing and full recruitment campaign options available. Source information reporting enables return on investment considerations for future recruitment. Very competitive permanent fees are fixed for the current contract.
 - h. Management by Work with York Limited of all second-tier agency staff suppliers, ensuring a high level of compliance, standardisation of contract terms and charges and a significant cost saving on transfer fees.

- i. Training for WwY staff completed on the Council's training portal Mylo, ensuring consistency with permanent staff. Renewals/training updates are managed by the WwY recruitment and compliance teams.
- j. A weekly in-house payroll run for temporary staff (not using an umbrella payroll company). The online timesheet system (available on a mobile app or accessible from Council computer desktops) so timesheet hours logging for staff and authorisation by CYC managers is simple.
- k. Though candidates are paid weekly, the Council is invoiced monthly. Charge rates are agreed annually and are competitive and all-inclusive of pay, employer's NI, employer's pension, holiday pay, apprenticeship levy, payroll and timesheet costs and agency fees.
- l. An ethical approach demonstrated by this in-house payroll (ensuring high levels of compliance and avoiding candidate deductions for umbrella costs), in addition and in line with Council commitments WwY pays all staff at Living Wage Foundation rates or above.
- m. Work with York Limited provides its temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service supplier.
- n. Work with York Limited took a loan in April 2025 from City of York Trading Ltd to cover initial overhead and payroll costs and pays interest payments to CYT monthly.
- o. When profits and loan repayments allow, Shareholder dividends will be paid by Work with York Limited to the Council.

Company Performance Update (September 2026)

- 17. As the Work with York Limited team (and other colleagues) are now based at West Offices, both planned and "on the hoof" meetings are regularly held with CYC client managers.
- 18. Between June and September 2026 over 70,000 hours and 2000 shifts have been covered by WwY agency staff working in the Council and 71 new temporary/interim bookings have been filled by the WwY team during this period.
- 19. Between June and September 2026 18 WwY staff have transferred to contracted roles at the Council. The average transfer time varies from 4 months to 13 months. Transfers have taken place across all directorates with the exception of HR and Support Services and Governance, following internal or external recruitment to roles.
- 20. Halfway through the 2026/27, Work with York Limited is ahead of budget.
- 21. Work with York Limited now has 187 mainly 5-star [Google Reviews](#) with more excellent feedback from candidates recently placed in work:-

"I joined WwY when I needed to find work closer to York. While I found their website to be little clumsy, the interview and recruitment process was superb. Steve was a great guy who put me at ease and made things simple from day one. They matched me perfectly with a position almost immediately. The temporary agency staff are generally well thought of at the Council, so I settled in to my Public Realm role pretty quickly. Work with York are always on hand if you have any issues and the WwY app for timesheets is easy to use. As long as your timesheet is in promptly you are paid on time, weekly. It didn't take long before I was interviewing for a permanent post and I'm now working directly for CYC all thanks to Steve and Work with York."

DLB, Temporary Public Realm Operative (now permanent) Sept 2026

"A seamless, straight forward process, with helpful and friendly staff. I was working within weeks. Excellent."

JB, Interim Head of Service Adult Care Management August 2026

"I have found the whole process of registering with WorkwithYork to be seamless and straightforward from start to finish. Kathryn James has been incredibly helpful, professional and friendly throughout, always keeping me updated and making the recruitment process stress-free. From sending in my CV to securing shifts as a Health Visitor, everything was organised efficiently, and communication was excellent. Kathryn has always been approachable, responsive and happy to answer any questions, making me feel supported every step of the way. Andrew, who completed my registration with me, checked my ID documents and guided me through all of the required paperwork - was welcoming, friendly and professional, taking the time to explain each stage of the process clearly and making everything feel straightforward and stress-free. I would highly recommend WorkwithYork to anyone looking for a professional and reliable recruitment agency."

RH, Temporary Health Visitor July 2026

Looking forward

22. The Company has responded to the consultation on the Employment Rights Act especially in relation to how the mandatory offer of guaranteed hours to agency workers should be implemented, and also continues to follow APSCo's reports and guidance on this. Company policies are being updated in the light of changes in right to work guidance and to reflect other updated statutory requirements.
23. WwY KPI's support continuous improvement of management, Board, and customer reporting, with the Work with York Limited recruitment and back-office teams tasked with efficiently filling every booking and shift received from the Council without delay.

24. As Work with York Limited pays the living wage for all temporary staff, the Company has approached the Living Wage Foundation to obtain Accredited Status.

Risk Management

25. There are no specific risk issues arising from this report.

Implications

26. There are no financial, legal, HR, equalities, crime and disorder, information technology, property or other implications arising from this report.

Author:		Chief Officer responsible for the report:			
Karen Bull, MD Work with York Limited		Helen Whiting Chief Human Resources and Support Services Officer			
		Report Approved	Y	Date	2 nd October 2026
Wards Affected:					<i>All</i>
For further information please contact the author of the report					

No annexes are attached