



NORTH YORKSHIRE COUNCIL

Adult Social Care

Self-Assessment Executive summary











People living longer, healthier, independent lives.

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Glossary

Term/Abbreviation	Definition
Advanced Practitioner	Supports quality assurance with frontline practitioners and undertake casework for some of the most complex cases.
ASC	Adult Social Care
Benefits, Assessment and Charging (BAC) Team	Carries out means tested final assessments and welfare benefits checks to ascertain how much a person may contribute towards the overall cost of their care and support.
Community Anchor Organisations (CAOs)	25 voluntary, community and social enterprise organisations embedded in local communities funded by the council to support market towns and their surrounding areas
Community Teams	Adult social care assessment teams based in 5 localities around the county made up of Social Workers and Social Care Coordinators.
Confident and Consistent Practice Board (CCPB)	HAS governance group for practice development, including the ASC seven key improvement priorities
Harrogate and Rural Alliance (HARA)	Service delivery partnership involving North Yorkshire, Harrogate and District NHSFT, the Humber & North Yorkshire (H&NY) ICB, Tees, Esk and Wear Valleys NHSFT, and the Yorkshire Health Network (GP federation)
HAS	Health and Adult Services directorate, comprising Adult Social Care and Public Health
HAS Leadership Team (HASLT)	Corporate Director, Assistant Directors of ASC and Director of Public Health
Home from Hospital service	Delivered across North Yorkshire by two VCSE carers organisations, the service supports people to return home from hospital.
Home Improvement Agency (HIA)	Established in 2024 after the formation of the new North Yorkshire Council, and oversees both minor and major adaptations
Income Maximisation Team (IMT)	Team that ensures people are in receipt of all the welfare benefits to which they are entitled.
Independent Care Group (ICG)	Part-funded by the council, represents local providers and is a key member of the Market Development Board.
Integrated Quality Team	Started by NYC and now a joint initiative with the Humber & North Yorkshire ICB, provides direct support to care providers to help them turn their services around,
Learning Disabilities Partnership Board (LDPB)	County-wide user-led board for adults with learning disabilities and/or autism and family carers to ensure they have a voice in the shaping and development of services.
Liquid Logic Adults (LLA)	Case management system for ASC
Living Well service	A free service that aims to improve the health, wellbeing and independence of adults. The service works with people who are isolated, vulnerable, bereaved, lacking confidence, or perhaps on the borderline of needing health and social care services. “Its focus is “prevent, reduce, delay.”
Management Board	Directors from across North Yorkshire Council
North Yorkshire Disability Forum	A forum led by people with lived experience that provides a collective voice for disabled people to inform strategy and service development within North Yorkshire Council and other statutory partners, raising issues of concern to people with physical and sensory impairments and working in partnership with the council to co-produce solutions.

North Yorkshire Place Board	Chaired by NYC's Chief Executive, it brings together local health and care commissioners and providers to work jointly to meet the health and care needs of local people and communities
Occupational Therapy Assistant (OTA)	New role to release OT capacity. Reviewing equipment services and embedding service innovations such as the new Home Improvement Agency.
Participation and Involvement Team	The team provides support and advice to directorate colleagues engaging with people, their families and carers, supporting them in co-design and co-production of the directorate's work.
PERSON feedback tool	Enables professionals to provide immediate feedback about a service on their mobile phones or tablets
Practice Quality Assurance Tool (PQAT)	Used to measure practice standards and ensure we are practicing in a strength-based way. The tool uses feedback from the person and the Think Local Act Personal 'I' and 'We' statements to measure against.
Practice Team	HAS Team that develops tools to support everyday practice such as the Practice Quality Assurance tool,
Prevention and Access Team	Part of the strong offer at the front door**,** working as part of the council's customer centre. The team resolves issues for people at the earliest opportunity, ensuring the right help is given at the right time.
Reablement Service	Short-term service supporting people eg after hospital treatment, ensuring that they can carry on their lives independently
Sensory Team	Consisting of Sensory Social Workers, Rehabilitation Officers for People with a Visual Impairment, and Communicator Guides who support people with a dual-sensory loss, the team offers specialist assessment and support planning, raises awareness and delivers training around sensory loss.
Stronger Communities	North Yorkshire Council programme to support communities to play a greater role in the delivery of services in North Yorkshire

Introduction and Executive Summary

Welcome to North Yorkshire!

North Yorkshire is a great place in which to live and work. And it has a good council, with a long-standing commitment to adult social care. We have strong foundations and, also, a constant ambition to improve.

The council's vision for adult social care is about **"people living longer, healthier, independent lives".** The current HAS 2025 Plan is being updated to reflect our priorities for 2025-30, incorporating feedback from people with lived experience on what is important to them, and will be published in April 2025. It sets out three over-arching ambitions and the actions to be taken to achieve them, which inform the content of operational plans:

1 Opportunities for everyone, everywhere

- **Reducing inequality across North Yorkshire** *"I will have access to the same services and life opportunities wherever I live or whatever my life circumstances".*
- **Staying well and healthy** *"I will have the information and support I need to keep myself as healthy and well as possible".*
- **Protecting the health of North Yorkshire's residents** *"I will live in a community that promotes good health across all ages and have access to information and services to support my own health and wellbeing."*
- **Improving mental health and wellbeing** *"I will know where to get information, advice and support when I need it".*



2 My time and experiences are valued

- **Respecting people's time** *"I will only need to tell my story once to get the support I need. This will be based on my needs, and not delayed by decisions on how it will be funded".*
- **Listening to people's experiences** *"My experiences will be heard and used to help make decisions about the way services are designed and delivered".*
- **Embracing technology together** *"I will be able to interact with the County Council in more accessible ways, and have support to use technology to enhance my quality of life if needed".*
- **A life outside of caring** *"As a carer I will feel valued and have a full and more balanced life".*



3 My home, my community, my choice

- **My home, my choice** *"I will be supported to live independently in my home of choice as long as possible".*
- **Outstanding Services** *"I can access high quality, affordable services within my community".*
- **Strengthening communities to create opportunities** *"I will have the opportunity to be an active part of my community where my contribution is recognised".*



We have developed **innovative approaches** in prevention, such as Stronger Communities and Living Well; and, also, in supporting the care sector, through the Integrated Quality Team, a hands-on flying squad which helps care providers to turn around the quality of their services.

And, even after a decade of austerity and severe constraints in public finances, we have **invested in prevention and care services**, including a major expansion of extra care housing (28 schemes, 1500 apartments for rent or sale, 6000 residents over 20 years); protection and re-design of VCSE spend; and increased funding for the care market. And Members have recently approved a plan to invest up to £60m to build new Care and Support Hubs which will provide intermediate care services and specialist dementia care.

During the acute phase of COVID-19, we often talked about **"Team North Yorkshire"** being at the heart of our response. That teamwork is about individuals, communities and volunteers, as much as statutory agencies, businesses and voluntary sector organisations, and it is vital to fulfilling our Care Act responsibilities ranging from prevention to safeguarding to market development.

Like most councils, the pandemic impacted significantly on our practice and our care market, exacerbating market pressures and costs; and potentially, driving casework into a more reactive mode, particularly in relation to our hospitals and to greater acuity of need in the community. We are using these changes, and the learning from them, as a catalyst to improve.

Our **Continuous Improvement Journey** focuses on our **7 Adult Social Care Improvement Priorities,** informed both by what people have told us matters to them and by data benchmarking, including living at home, supporting carers, maximising independence, reducing waiting lists and times where possible, extending the use of direct payments. A *Back-to-Basics* approach to practice development and workforce support underpins these expectations.



This journey is not an overnight transformation.

We see these changes as part of the council living up to its IACT (*Inclusive, Ambitious, Creative, Together*) values:

North Yorkshire is a place of places – with many varied and dispersed communities – and is welcoming people who are new arrivals to the UK, as well as becoming more pro-active in understanding, and working with, people who come from different backgrounds and people whose lifestyles may be more transient. We recognise that we need to improve **equity** across, and between, communities. Our approach is to be honest and authentic in listening, learning and challenging what we do and how we do it – and then taking the right actions, informed by what people are telling us and by what the data and evidence shows.

Equity is also about making sure we have more **confident and consistent practice**; challenging ourselves on being preventative and personalised; ensuring quality; narrowing variation in relative performance; and, also, value for money so that we manage costs and can ensure “fair shares” to meet needs.

As we develop our **HAS 2030** plan, we are keen to anticipate new and emerging issues. One of these is around people with complex life circumstances – where we are taking steps to enhance practice; work more collaboratively with, and focused around, people; and are scoping up what a new generation of supported housing should look like.

Whilst we have been successful in filling around 95% of frontline posts in the council’s social care teams, have put in additional capacity and track caseloads carefully. We know that **workloads have increased, and complexity has intensified**. That’s why, in 2025, we are working with teams to put a **new structure** in place, moving towards more specialisation and having an honest debate about where we may need to focus more of our capacity and skills. And this re-structure is also about making the most of the strengths we have amongst our existing teams and leaders and bringing forward a new generation.

Our work with the NHS has moved forward significantly over the past decade and has accelerated since the acute phase of COVID-19, both on a day-to-day basis and more strategically. 2025 heralds the arrival of our ***Ambitious for Health*** programme, which will establish a North Yorkshire Health Collaborative, overseeing £850m of prevention and community services, with real potential to improve outcomes, tackle inequalities and transform what we do.

At the heart of these changes is a determination to put the voices and aspirations of people with lived experience at the heart of social care. We have co-produced and launched our HAS Involvement Framework – however, it is the growth of co-production every day in our practice, our service improvement and our strategies and service developments that is the real prize. Our ambition is to unleash what Christopher, and our other lived experience experts, mean when they say that **“Co-production is a super-power”** "Co-production is a super-power"

In preparing for CQC Assurance, the council has undertaken an extensive three-part external review in 2023/24, led by Dr Carol Tozer, and including peer challengers from councils around England, which has provided both significant insight and learning and has validated, challenged and influenced the changes taking place in social care practice and commissioning. 3-stage peer review - 'Getting Ready'

About North Yorkshire Council and North Yorkshire

The Council

North Yorkshire Council (NYC) – a unitary authority, established on **1st April 2023** and bringing together 8 predecessor councils

Council serves as England's largest county.

90 Councillors representing **89** electoral divisions

Approx **10,600** NYC employees



Health and Adult Services (HAS)

Our role is to:

1. **Plan, invest and deliver services to support individuals and communities to be healthier and to live the lives they want to live;**
2. **Lead the Council's work on adult social care, public health, supported housing and partnership with the NHS.**
3. **Work with partners to build 'health' into the economy, education, planning, regulation, community safety, care; and**
4. **Develop service providers and ensure service quality**

Health and adult services oversees a net budget approved by the Council for 2024/25 of

£256m

(with a gross budget of £360m)

39% of a total of **£662m** for the whole Council



1992

(1711 FTE) Health and Adult Services employees

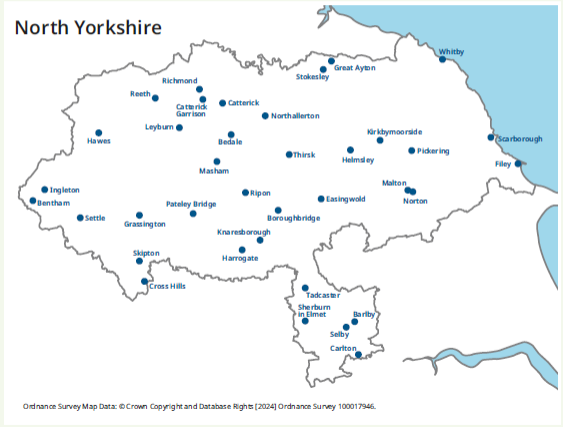
England's **largest county**, covering a geographical area of over **8,000** square kilometres

Total **population** of **615,500**

A mix of **urban**, **rural** and **coastal** areas

Highly rural - up to **85%** of the county classified as '**super sparse**' with a population density of just 77 people per square kilometre, compared with an England average of 432

153,800 (25%) of **residents** are **over 65**; with projected trends and inward migration of older people to the area, this figure is expected to increase to almost a third by 2035



A small but growing **ethnic minority** population – **6.7%** compared to England average of 26.5%

Home to Catterick Garrison, the **largest** British Army **garrison in the world** with a population of over 13,000

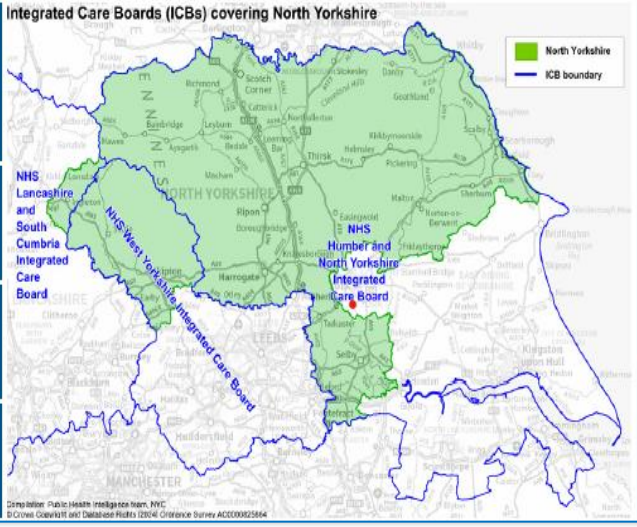
80.7% of North Yorkshire's working age population are **economically active** compared to 77.4% for the Yorkshire & Humber region and 78.4% for the UK

Four main acute and community NHS trusts

One community NHS trust

Two mental health NHS trusts

Over 70 GP practices



Two main Integrated Care Boards (ICBs): Humber and North Yorkshire (H&NY) ICB and West Yorkshire ICB – responsible for planning the commissioning of NHS services in North Yorkshire

Bentham and Ingleton areas - Lancashire and South Cumbria ICB

As part of the Adult Social Care commitment to **Continuous Improvement,** the Directorate has identified seven adult social care improvement priorities and three key Public Health improvement themes:



- Best start in life
- Increasing physical activity, and
- Healthy Ageing

THEME 1: WORKING WITH PEOPLE

Working with People - Assessing needs

North Yorkshire's ambition is to enable people to **live longer, healthier, independent lives**.

Our focus in on prevention: prevent, reduce and delay, wherever possible.

Our model uses a person-centred, strength-based, community asset approach, aligning practice quality and outcomes ambitions with the "I" and "We" statements embedded in TLAP's *Making It Real*. It is underpinned by investment in prevention and early intervention, and a commitment to engage people with their care and support needs, ensuring their voice is heard throughout the assessment process, identifying the outcomes they wish to achieve through their support plan. The focus is on achieving that ambition to see more people supported in living fulfilling lives in a home of their own, connected to family, friends and their community.

The 2023 peer review recognised strengths in local practice and the quality of people's experiences, but it also confirmed, in line with North Yorkshire's own quality assurance activity, that there was progress to made in embedding consistency across all areas of adult social care.

To support its delivery, practice development is underpinned by the **Confident and Consistent Practice** (CCP) model and governance for adult social care's seven key improvement priorities sits with the CCP Board.

The key areas of work developed to drive **continuous improvement** under this quality statement are described below, with the **Back-to-Basics** practice development programme at the centre of this approach, identifying improvement actions and developing the tools and support to ensure best practice is embedded.

North Yorkshire is a large geographical county, and it is vital guidance, processes and information are readily available for the teams. The Adult Social Care Practice Framework has been developed to support confident and consistent practice and drive improvement across the county. It offers on-line resources to share best practice and learning, bringing together the tools, support and guidance practitioners require to help people grow their strengths, challenge assumptions, and reduce the need for ongoing care and support by promoting independence.

Strengths

- **Constantly looking for ways to improve care and support services**

  We use data and listen to what social care workers and people who use services say, to find ways to improve services.

- **People's experiences of using care and support**
  People give positive feedback about their experience of care and support. We know this from looking at the latest national Annual Social Care Survey 2023/24 and at other ways for people to say what they think, for example compliments that have been sent in.

- **Taking steps to manage waiting lists effectively**

  We make sure that we spot and keep an eye on risks, we update people waiting for an assessment about what is happening, and that we assess their needs as quickly as possible.

Priorities for Improvement

- **Shorten the amount of time it takes to carry out an assessment of people's social care needs**

  We plan to reduce the amount of time that people wait for support and make their experience of assessment and planning better.

- **Help and support for people who look after family or friends (unpaid carers)**
  We want to make sure the support offered to unpaid carers is effective and easy to access. Help carers to make plans for what to do if they cannot care for their loved one (for example, if they are ill).

- **Advocacy support (help for people to have their say and know their rights)**
  We intend to find ways to have more advocacy support available, as there are more people who need it.

Working with People - Supporting People to live Healthier lives

Prevention is a key focus for North Yorkshire Council and focuses on providing early support to people to prevent or delay their need for ongoing social care support.

The 2023 peer review recognised North Yorkshire's commitment to, and investment in, preventative services, and the effectiveness of its joined-up working across social care and public health and with the wider range of local authority services.

Following local government reorganisation, the directorate is working pro-actively to realise the potential benefits of the new unitary authority's extended range of services by strengthening and embedding collaborative-working across the council to improve outcomes for people and support them in living healthier lives.

Strengths

- **We concentrate on stopping problems before they start and addressing issues early on**
  We are working hard to help people to stay as healthy and independent as possible, so that they will need less support and will be more able to do the things they enjoy.
- **The reablement service is running smoothly again**
  The service has recovered from the impact of the pandemic and it is now able to offer reablement to the same number of people as before the pandemic. We are looking for ways to make the service even better.
- **Finding ways to use digital technology to help with care and support**
  The number of people using the new online self-assessment is encouraging. We are working on more ways to use technology to help people stay as independent as possible.

Priorities for Improvement

- **Making sure that the Occupational Therapy offer is as effective as possible**
  We are developing the Occupational Therapy Assistant role so that Occupational Therapists have more time to work with people. We are checking equipment services to make sure that they are working well, and we are using new ways of doing things such as the new Home Improvement Agency.
- **Making Direct Payments/Individual Service Funds the first option for more people**
  We want to make sure that more people are offered a Direct Payment or an Individual Service Fund as the first option for meeting their needs.
- **Improving the range, quality and accessibility of information available**
  We want to make sure the right information is available in the right format for people, to help them make informed choices about their health and care. Healthwatch North Yorkshire is helping us to find out what is working well and what could be better.

Working with People - Equity in Experiences and Outcomes

North Yorkshire's size and rural nature creates challenges in providing care and support for its dispersed population, particularly when looking to reach communities who may be considered minority or under-served by our services. North Yorkshire is also increasingly home to people who are new arrivals to the UK and to people who move from place to place. We have spent time identifying issues and developing solutions for those communities we need to deliver for, in more flexible or creative ways.

The challenges are not mutually exclusive and include increased feelings of isolation (culturally and/or geographically), difficulty in understanding or accessing services, and connecting with community activity.

In recognising the inequalities that such challenges can bring, we work across teams, with partners and with the people who use our services to reach various and dispersed communities, to build relationships of trust, and to inform our work aimed at reducing and removing barriers to service.

Our approach recognises that communities can be defined not only by their interests or their identity, but by location, too. This helps us think about challenges and barriers to service in intersectional ways.

The directorate works closely with internal teams and external partners to understand and reach under-served and minority communities, particularly the council's Localities/Stronger Communities team, the Public Health team and Youth Voice team, Healthwatch North Yorkshire, the ICBs and the VCSE sector.

This quality statement highlights the populations we have identified in North Yorkshire that may require support for more equitable access to services and describes some of the work we, and our partners, are doing with those communities. Rural communities notwithstanding, we know that these populations have poorer health outcomes than the rest of the North Yorkshire population, with significantly lower healthy life expectancy and increasing need for early prevention or care and support.

Strengths

- **Understanding about how the different places in North Yorkshire affect the way people's care and support needs can be met**
  We use our knowledge of local geography and the care market to make decisions about what sort of services are needed, and where they are needed.
- **An organised way to learn what local people need**
  We have a consistent way of using data and other information to understand the different communities in North Yorkshire. This helps us make sure that services work well for different communities.
- **Engagement with people from different backgrounds who have experience of services**
  We involve people from diverse communities, for example older people or disabled people, and people from different places in North Yorkshire to help us design care and support services.

Priorities for Improvement

- **Making sure that there is a fair opportunity to have reablement for everyone who might need it**
  At the moment, a lot of reablement time goes to people being discharged from hospital. We want to make sure that other people can have reablement too.
- **Getting better at making sure that services work well for communities who don't have enough access to services and resources they need**
  We want to work with other organisations to make sure that we understand the needs of people from these communities. We will work together to build relationships with communities so that they trust that we will do what we say we will do.
- **Making sure that when we plan services, we include people from communities who don't have enough access to services and resources they need**
  We will help people from these communities to speak up and get involved in creating services that better meet their needs.

THEME 2: PROVIDING SUPPORT

Providing Support - Care provision, integration and continuity

North Yorkshire is drawing on its investment and partnerships to ensure that services are as well-placed as possible to address economic, social, and care market change.

The NHS and social care in North Yorkshire have faced the same unprecedented challenges in recent years as other parts of the country - significant cost increases, workforce shortages, provider closures and failures, and increased demand. These challenges have been exacerbated by the size and rurality of the county; all of which have impacted on market sustainability.

However, faced with these challenges, The Market Position Statement is refreshed annually and provides a strong sense of local need both now and in the future based on demographic public health trends. The North Yorkshire Market Sustainability Plan: 2023-2024 sets out our assessment of the current market position, key challenges and plans for improvement.

The NYC Market Position Statement and population health strategies share the ambition of NYC and its key stakeholders to develop and commission care provision to meet the needs of the local population. A public consultation exercise for a new, co-produced Autism Strategy has been completed and recommendations have been developed to inform a final strategy and implementation plan. Work is also underway on new Carers, Dementia and Mental Health Strategies, involving people with lived experience as well as health and care practitioners from Statutory, Independent and VCSE Sectors in their development. The new Substance Use Strategy was approved by Executive in January 2025.

The effectiveness of local arrangements under this quality statement was recognised as an area of strength in the 2023 peer review, which highlighted the effectiveness of social care commissioning arrangements, the support available to care providers, and standard of care provision as reflected in CQC inspection ratings.

Strengths

- **A complete and thorough plan for care provision**
  We provide strong leadership and guidance in the care market with proof of effective results and a clear plan for the future.
- **Help for care providers with running and funding care services**
  We offer practical help and tools to make care services more long-lasting and able to keep going
- **The Extra Care housing programme**
  We have 1,500 apartments and bungalows across 28 schemes. The schemes have design features and support services to help older and disabled people to continue to live independently as their needs change.

Priorities for Improvement

- **Helping the care market to grow specialist care**
  We want more supported accommodation and care and support for people with complex and specialist needs, including dementia. As part of this, we are planning to invest £60m to replace the care homes that the council runs.
- **Learning about and keeping up with the changing needs of working age adults**
  Developing a broad range of options to ensure people have the right care, support and accommodation to be able to live independently.
- **Developing new and creative services to help more people to stay in their own homes**
  We want to help more people to stay in their own homes longer by providing more live-in care services.

- **A combined approach to short-term care and support to help people recover and regain independence**

  We will collaborate with NHS partners and community care providers to create a plan that focuses on efficient hospital discharge processes and short-term care that helps people to both recover and regain independence. This will work alongside the council's reablement service.

Providing Support - partnerships and communities

The health and care system across North Yorkshire's area is comprised of three ICBs, six acute and/or community NHS trusts, two mental health NHS trusts, 19 primary care networks, 643 social care providers, and an active and diverse voluntary and community sector. These organisations are integral to the council's work programmes and are represented on key local boards. Even with the complexity, there is **strong partnership working,** which is best exemplified by the term "Team North Yorkshire", first used to sum up how organisations and communities came and worked together during the COVID-19 response, and which was reflected in the Local Government Association-led COVID peer challenge of 2021.

The **North Yorkshire Health and Wellbeing Board** (HWB), chaired by the Executive Member for Health and Adult Services, is the convening place for the broad range of partners comprising the health and care system in North Yorkshire.

The **North Yorkshire Place Board**, chaired by NYC's Chief Executive, brings together local health and care commissioners and providers to work jointly to meet the health and care needs of local people and communities. In December 2024, the council's Executive and the HNY ICB Board agreed a landmark proposal to devolve up to £850m of NHS and council aligned and pooled spend to a new Joint Committee (building on the membership and remit of the Place Board) which, subject to final confirmation, will be established from April 2025 and will focus on 3 key dimensions (core work programme, including prevention, intermediate care, unpaid carers, people with long-term mental and physical health needs, co-production; system improvement and performance; and healthy places).North Yorkshire Council Executive, 17 December 2024, 'Ambitious for Health'

The **Thriving Communities Partnership,** co-chaired by the VCSE infrastructure organisation, Community First Yorkshire and the council, brings together NYC, VCSE and ICB partners.

The effectiveness of local partnership arrangements was recognised as an area of strength in the 2023 peer review, reflecting partners' confidence in the adult social care leadership team and their engagement in local forums. To build on this strength, as part of its Involvement Framework Action Plan, the directorate is exploring options for creating a **Making it Real Board** to enhance partnership working particularly around the co-production of services with people with lived experience.

Strengths

- **Team North Yorkshire': working together with partners and getting things done**
  We are working closely with health and community partners to make the most of becoming a single local government area. This helps us set priorities, create plans and work together to improve how we provide care and support, especially as needs of people grow and become more complex.
- **A good shared understanding of local needs**
  We will guide market development and work together with partners to make sure there are enough services available to meet people's needs in their local areas.
- **Creating a specific plan for local government to address mental health issues and support people with complex life circumstances, while working within the larger system**
  We are working with colleagues in the larger system to consistently help people dealing with complex life circumstances including mental health, substance use and housing issues.

Priorities for Improvement

- **Expanding the availability of services and resources in the care market**

  We will work with providers to make sure that there are enough services and resources to care for people, building up the ability of service providers to offer the right kind of care and support for people with complex and specialised needs.

- **Getting care providers and people who have used care services more involved in designing and improving care services**
  We have got good examples of working together to improve the type and availability of services and we want to get even better at this. As part of this work, we want to focus more on involving unpaid carers and people who fund their own care.

THEME 3: HOW THE LOCAL AUTHORITY ENSURES SAFETY WITHIN THE SYSTEM

Ensuring Safety - Safe systems, pathways, and transitions

Keeping people safe from harm or abuse is central to all the work of the directorate. The council seeks to have proactive and flexible systems in place to ensure people's safety and to monitor their effectiveness to help inform continuous learning and improvement.

North Yorkshire sees working collaboratively with partners, including people who use services and their families and friends, as being an essential part of ensuring smooth and timely transitions into and between care settings. The council has developed processes and support structures that ensure all transitions, both planned and unexpected, are safe, person-centred and strengths based.

As part of that approach, children's and adults' services are committed to ensuring that when young people are referred into adult services, planning takes place well in advance to ensure that the right services are available for when they reach 18 years old.

The 2023 Peer Review highlighted areas where the impact of this ambition could be seen, including:

- the work of the integrated Quality Team in supporting care providers;
- the proactive Service Continuity response to potential risks and critical events, including home closures, NHS strikes and floods; and
- examples of multi-disciplinary working that was assessing risk appropriately and achieving good outcomes for young people moving into adult services and for people with learning disabilities.

This quality statement seeks to set out how North Yorkshire is building on its strengths and addressing key areas for improvement, including those recommended in the peer review report.

Strengths

- **Concentrating on learning and improvement**

  We look at and use lessons from reviews such as Safeguarding Adult Reviews and Domestic Abuse Reviews, serious incidents, quality checks, and the Mortality Review Programme.
- **Integrated Quality Team**
  This team offers help to care providers when the quality of services might be at risk and makes sure that people move smoothly to new services if the current ones fail.
- **Making decisions at the right time and right management level**
  The Scheme of Delegation gives us a strong and clear system for approving decisions quickly.

Priorities for Improvement

- **Making sure our approach to helping young people move to adult services is working well – this is called 'Preparing for Adulthood'**

  We will make sure our approach to helping young people move from children's services to adult services is working well and that there are no big differences in the way this happens.
- **Developing a way of working that supports people who have experienced trauma**

  We are looking at our adult social care practice and commissioning to make sure that we can support people with complex life circumstances in the way that they need, and with an understanding of the effect that traumatic experiences can have. We want to develop this way of working with other services including Public Health, the NHS and Housing services.
- **Having a clear and straightforward process for getting funding for Continuing Healthcare (CHC) and Section 117 (s117) aftercare**
  We want to make sure that the way support is provided, the decisions made, and the results achieved are uniform, fair, and balanced for everyone who needs help.

Ensuring Safety - Safeguarding

North Yorkshire works closely with its partners on the multi-agency North Yorkshire Safeguarding Adults Board (NYSAB) to ensure a system-wide approach in responding to, and effectively managing, risks identified through safeguarding referrals. The local approach to safeguarding adults has three priorities:

- Ensuring multi-agency safeguarding policies and procedures and operational guidance are evidence-based and in line with best practice.
- Enabling effective joint working with, and between, partner organisations and local communities to prevent abuse and support related development work.
- Supporting health and social care practitioners and other colleagues in delivering evidence-based best practice for safeguarding adults.

The 2023 peer review recognised strong local governance around adults' safeguarding and, as the lead agency for safeguarding, the council plays a key role in the work of NYSAB, its sub-groups and task and finish groups. North Yorkshire is also a proactive member of the ADASS regional safeguarding network, sharing best practice examples for sector-led improvement.

North Yorkshire is pro-active in promoting safeguarding as being everyone's business. This has resulted in increased numbers of concerns being reported, with a significant increase in the number of people with concerns raised by multiple sources around the same incident. Whilst the 2023 peer review highlighted the increased volume of concerns; the council is comfortable with the number of concerns being captured and the conversion rate to enquiries, having conducted deep dives to review the appropriateness of the concerns and the council's response to them.

Strengths

- **An active Safeguarding Adults Board with an Independent Chair to oversee and guide their work**
  Working closely with partners makes sure that safeguarding is a top priority in health, criminal justice, voluntary, and social care sectors. It also helps to challenge and learn effectively.
- **Making Safeguarding Personal**
  We have strong evidence that what happens as a result of a safeguarding intervention fits with what people said they wanted to happen.
- **Effective ways of working to ensure quality and prevent safeguarding problems within organisations**
  Supported by strong teamwork across different agencies to spot, reduce and prevent risks to people's safety and wellbeing in the places they receive care

Priorities for Improvement

- **Improve checks to make sure that there are high standards**
  We will make sure we learn from people's feedback after a safeguarding intervention and use it to improve.
- **Building confidence in handling risks**
  To get better at knowing when we can avoid using safeguarding because different ways of supporting people would be better for them and helping people to handle risks themselves. This includes different services working together to help people in complicated situations.
- **Making sure everyone in the organisation works together on safeguarding**
  To make sure people who use care and support services can expect to receive a safe, quality service

THEME 4: LEADERSHIP

Leadership - Governance, management and sustainability

Health and Adult Services is the council's largest directorate and has been established for over a decade. The council Chief Executive, Section 151 Officer (Corporate Director Resources) and Executive Member are actively involved in developing the HAS strategic vision and its investment and delivery priorities. Moreover, the Leader and Deputy Leader see adult social care as a key political priority and there is good engagement with the relevant Overview and Scrutiny Committees and the Older People's Member Champion.

The directorate's ambition is to be a well-led, well-managed service, delivering high quality, well-performing services that achieve the best outcomes for people accessing care and support and provide value for money for the council. The 2023 peer review recognised the directorate's strong professional leadership and its "…*unstinting commitment to person centred values and the rights of the people with care and support needs".*

Regular meetings between the **Executive Member and Senior Officers** underpin strategic decision-making and policy formulation, including regular scrutiny of financial and performance data, serious incident information and practice quality. The council Executive and Overview and Scrutiny Committees routinely hold the service to account and conducts an annual deep dive into Adult Social Care.

The directorate has **robust reporting and decision-making processes,** with decisions taken at a range of leadership meetings covering the overall directorate and specific programmes.

Strengths

- **Experienced Council and Directorate Councillor and Officer Leadership**

  We have strong leadership from both corporate and directorate councillors and officers, showing a clear commitment to adult social care and its role within the council and for North Yorkshire's communities. This is shown through investment, ambition for the service and strong connections to other services that help people to live healthy, independent lives.
- **Making sure we meet our Care Act requirements by effectively managing our budgets, risks, governance, performance and quality**

  Thorough budget checks are backed by clear plans to handle budget pressures. The directorate has strong governance with clear accountability for decisions.
- **The HAS Involvement Framework**

  The Involvement Framework is a plan that explains how we will work with people and communities to design services and support. People who use care and support services helped us to create the plan.

Priorities for Improvement

- **Making sure social care practice is consistent across the county**

  We will use the restructure of adult social care to make sure that managers are clear about their responsibility and accountability for consistent practice and performance improvements.
- **Getting people with personal experience of care services involved in everything we do**

  We will build on the good work to involve people that we already do, to create a complete plan of involvement activities in all areas of the directorate's work.
- **Continue to work with Community Teams to address the workload pressures they are reporting**

  Even though vacancy levels are a lot lower now (down to 3%) and caseloads average around 25, teams are feeling a lot of pressure. The Back-to-Basics programme, practice development, the restructure and other new plans aim to address this.

Leadership - Learning, Improvement and Innovation

The directorate aims to create a culture of continuous improvement by encouraging innovation, research, learning, and adaptability. This will be assisted by the development of strong, skilled and diverse workforce and leadership across the organisation.

HAS strives to create the environment and culture, supported by tools and resources, where staff and leaders can drive improvement through consistent people-centred approaches that measure outcomes and impact. We are committed to involving partners, people, their families and carers in the development and evaluation of initiatives, ensuring their voices are heard and embedded.

The directorate has strong **staff engagement mechanisms** and feedback opportunities for colleagues including HAS Weekly Team Briefing sessions, *HAS Connected* and the HAS and Adult Social Care Leadership fora where open communication and idea-sharing are actively encouraged and valued.

Strengths

- **A wide range of training and development opportunities for the workforce**
  The council's central and directorate training offer helps to create a culture that supports learning, reflection and improvement.
- **Strong Practice Framework**
  The Practice Framework is an online resource built by the Adult Social Care Practice team. It provides tools, support and guidance for best professional practice. It is kept up to date and new resources are added regularly, based on feedback from practitioners, people with real-life experience, colleagues from other services and new practice guidelines.
- **New ways of doing research**
  This includes setting up the Health Determinants Research Collaboration and linked research programmes.

Priorities for Improvement

- **Creating a workforce plan for HAS to make sure it has the right mix of people and skills**
  We are creating the plan together with staff through the directorate's People Strategy Group. It will focus on improving performance and accountability, and it will match national and regional goals.
- **Make continuous learning and improvement a routine activity and show how it makes a difference**
  We will make sure we can learn from complaints, serious incidents and drug and alcohol related deaths.
- **Concentrate on fixing the main issues found from the staff survey**
  Specific action plans have been created to fix the main concerns that people shared in the staff survey. This includes how staff are involved and kept informed by senior management.

66.6%

of people said they were **extremely or very satisfied** with care and support

90.8%

Of people said they think their home meets their needs very well / most of their needs

83%

of people said

*"I have as much **control** as I want **over my life"***

73%

of people said *"I am able to spend my time as want or able to do enough of the things I value"*

91.7%

of people said that *"care and support services help me feel safe"*

83.2%

of care home providers with CQC rating of "good" or "outstanding"

29

providers supported with improvement.
Having a positive impact on

975 people

in 2024



20%

Increase in the number of people receiving a direct payment over the last three years.

In 2023/24 the Income Maximisation Team secured

£9.6m

in additional income for local people

10%

improvement in Annual Reviews (71%)

1500

apartments and bungalows

95%

of front line posts filled

Reablement returned to pre-pandemic levels.

28

Extra Care schemes