

North Yorkshire Council

Care and Independence Overview and Scrutiny Committee

20 April 2026

Living Well Service Review

Report of the Corporate Director Health and Adult Services

1.0 PURPOSE OF REPORT

- 1.1 This report provides an update to the Care and Independence Overview and Scrutiny Committee on the current position, performance and the review that is underway of the Living Well Service. It sets out the rationale for, and progress of the review of the Living Well service and outlines the proposed future direction.

2.0 SUMMARY

- 2.1 The Living Well Service plays a key role in the Council's prevention agenda, supporting people to maintain independence and wellbeing and delaying or avoiding the need for statutory adult social care.
- 2.2 Since the Covid-19 pandemic, the service has experienced significant scope expansion, workforce pressures and increasing demand complexity. Activity levels have reduced, with evidence of drift from early intervention at the cusp of statutory care to higher complexity of care.
- 2.3 A review is underway to reaffirm the service's purpose, ensure alignment with strategic priorities and develop a sustainable operating model. The Committee is asked to note the current position and progress of the review.

3.0 BACKGROUND

- 3.1 The Living Well Service was established in September 2015 in response to the Care Act 2014 duty to **prevent, reduce or delay** needs for care and support.
- 3.2 The service provides short-term, non-statutory support to adults 18+ using strength-based and person-centred approaches for up to 12 weeks, focusing on wellbeing, confidence-building and connection to community resources.
- 3.3 An evaluation undertaken in 2018 demonstrated positive outcomes and estimated savings of £1.74 million through delayed demand for statutory care. It also indicated a return of investment of 384% (every £1 invested generated £3.84 in social value).

4.0 CURRENT OPERATING CONTEXT

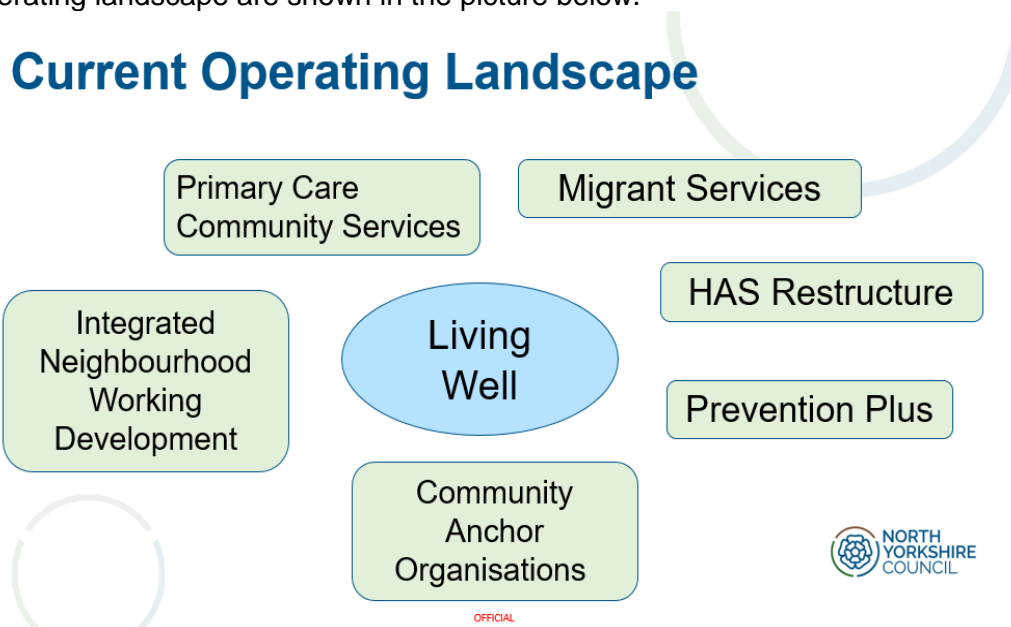
- 4.1 Since Covid-19, the Living Well Service remit has expanded to include social prescribing activity, support for Homes for Ukraine delivery, statutory carers' assessments and support to major incidents (Storms, Floods etc). Whilst at the same time staffing levels have reduced.
- 4.2 Sustained workforce pressures and increasing complexity of demand have contributed to reduced core activity. In September 2025, activity stood at 47.1 involvements per 100,000

population, below the originally set baseline target of 65.3. Long term mean involvement generally sits at 48.2 involvements per 100k population suggesting the service's future involvement targets require review.

- 4.3 Strengths of the service included a skilled workforce, strong partnership working and community-based delivery. These strengths place the Living Well team in a unique position between individuals, the community sector and statutory services to help understand and navigate the often complicated processes across health and care systems. Being able to find the most appropriate community level intervention is essential to reducing demand and ensuring healthy and fulfilling independent lives.

5.0 CURRENT REVIEW OF LIVING WELL

- 5.1 A current review of the service is under way and is designed to ensure that, 10 years after the service started, it has clarity of purpose in a changing landscape. Post covid challenges and the evolution of stronger capacity and capability in the community through the establishment of Community Anchor Organisations and the recent agreement to invest in Prevention Plus level community organisations means that there is further opportunity to provide a contributory prevention service as originally intended. Key elements of the current operating landscape are shown in the picture below.



- 5.2 The current review started in October 2025, its phases are described below.
- Phase 1 objective (Q3 - 25/26): Assess current position, reaffirm vision for service
 - Phase 2 objective (Q1 - 26/27): Create Target Operating Model including service specification
 - Phase 3 objective (Q3/4 - 26/27): Transition to new service delivery (subject to approvals and funding confirmation)
- 5.3 The review has identified the following strengths, weaknesses, opportunities and threats facing the Living Well Service. These are summarised below:
- **Strengths** – Adaptable & skilled workforce; integrated, holistic service delivery; community relations & impact
 - **Weaknesses** – Mission creep; budget pressures; complex landscape across county
 - **Opportunities** – Strong community engagement and development; Equitable service across county, Bridging gap between ASC, the person and community

- **Threats** – Funding sustainability versus service pressures; changing demands (Increase in Neurodiversity and Autism diagnosis)

- 5.4 We have developed a refreshed vision for Living Well which aims to support the residents of North Yorkshire to “live well their way”. We envision a North Yorkshire where every person is empowered to live independently, with equitable access to support regardless of geography, background, or need. Through strength-based approaches and early intervention, we promote wellbeing and reduce long-term dependency on more formal care and support services. Our service will be co-produced with people, ensuring lived experience shapes design and delivery. By fostering innovation and strong partnerships across health, housing, voluntary sectors, and communities—and embracing digital tools and data—we create a resilient, inclusive, and forward-thinking service.
- 5.5 The review team is now working on the Target Operating Model including the service specification. We aim to have this completed by July 2026.

6.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 6.1 To date, the review has involved engagement with colleagues across Health and Adult Services, Public Health, Localities and Finance. Further engagement with partners and people with lived experience will be undertaken as part of later phases of the review.

7.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1 The Living Well Service supports Council priorities and HAS 2030 by promoting independence, reducing health inequalities and managing demand for adult social care through early intervention and prevention.

8.0 ALTERNATIVE OPTIONS CONSIDERED

- 8.1 Maintaining the current service model without review was discounted due to risks relating to sustainability, equity of access and alignment with strategic priorities. The initial stages of the review challenged colleagues to consider whether other organisations, statutory or non-statutory, would be better placed to deliver the service. It confirmed that NYC was best placed to continue to deliver this service.

9.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

- 9.1 The Living Well Service is closely linked to adult social care pathways, health partners and the voluntary and community sector. Any changes to the service will take into account other prevention initiatives including prevention plus.

10.0 FINANCIAL IMPLICATIONS

- 10.1 The table below shows the funding for the last two years and the proposed funding for 2025/2026. No additional financial impact has been identified at this stage. Any financial implications will come clear as we develop the revised service specification.

Resources

Fund	2024/25 allocation (£'000s)	2025/26 allocation (£'000s)	2026/27- Provisional (£'000s) Current service
Public Health Grant	940	940	940
Better Care Fund	328	400	400
Continuing Care Fund (ICB)	67.5	67.5	67.5
Homes For Ukraine Grant	110.5	114	TBC
Total (Excludes HFU Grant for 2026/27)	1446	1521.5	1407.5

11.0 LEGAL IMPLICATIONS

11.1 No legal implications are identified at this stage.

12.0 EQUALITIES IMPLICATIONS

12.1 An Equality Impact Assessment will be undertaken as part of the development of the target operating model.

13.0 CLIMATE CHANGE IMPLICATIONS

13.1 Climate change impact assessment will be undertaken as part of the development of the target operating model.

14.0 CONCLUSIONS

14.1 The Living Well Service remains central to the council's wider prevention offer. The review provides an opportunity to ensure that the Living Well Service continues to reduce prevent and delay the need for support and contribute to the delivery of our Care Act responsibilities.

15.0 RECOMMENDATIONS

15.1 The Committee is asked to note:

- i) The current position and performance of the Living Well Service.
- ii) The progress of the Living Well Service review and proposed future direction.

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Background Documents: None
Appendices: None

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.