

Report to the Cabinet

Meeting to be held on Thursday, 2 November 2023

Report of the Director of Adult Care and Provider Services

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Caring for the vulnerable;

Adult Social Care Winter Plan 2023/24

(Appendix 'A' refers)

Contact for further information:

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Brief Summary

The Lancashire County Council Adult Social Care Winter Plan has been updated for 2023/24, to reflect the services in place and the social care planning and response to winter pressures.

This winter is anticipated to be one that is challenging, and the plan includes information about various actions being taken across the winter period, and the proposed social care capacity enhancements to provide resilience and system support.

This is deemed to be a Key Decision and the requirements of Standing Order C19 have been complied with.

Recommendation

Cabinet is asked to approve the Lancashire County Council Adult Social Care Winter Plan for 2023/24, as set out at Appendix 'A'.

Detail

Winter planning is a necessary and critical part of business planning, to set out business continuity and how major areas of risk will be managed during what is a pressured season of the year.



This year's Adult Social Care Winter Plan has required the Council to take account of the continued challenges and pressures across the health and social care sector.

The challenges across the social care market remain, for example pressures in the recruitment and retention of staff particularly in care homes, and planning has taken account of the need to not destabilise the sector. Demand for social care has also increased, with a 5.8% growth across the last 12 months in the number of people receiving ongoing support, and 92,651 commissioned homecare hours (August 2023) being delivered per week. The growing challenge of ensuring that there is sufficient capacity to meet peoples' needs, keep people safe and ensure continued 'flow' across the system is not to be underestimated, and will be exacerbated through the winter months.

This year's Lancashire County Council Adult Social Care Winter Plan formally comes into effect from 1 October 2023 and will run until the 14 April 2024 to incorporate resilience across the Easter period. The plan sets out the range of actions and service capacity enhancements put in place to support social care resilience, as well as to support the effective delivery of health and care services across the winter period. The Plan includes details of how some existing services support winter challenges, the support in place to prevent the transmission of infection, as well as setting out additional service capacity in critical services such as crisis support and Reablement to support people in their own homes. The Plan also sets out how Adult Social Care will work with the NHS and other partners to support people to leave hospital as soon as they are ready, or to remain in their own home as independently as possible with the right care and support at the right time.

Adult Social Care will continue to work with key partners on winter resilience and contingency actions. Where appropriate, a pan Lancashire approach will be undertaken to maximise system resilience and the benefits of the deployment of resources.

Risks remain in relation to funding some of the ongoing critical intermediate care services as they are against short term monies. Funding for winter surge capacity has been identified through the use of specific adults services reserves. As such, this funding is non-recurrent and, unless alternative funding can be sourced for any schemes which may need, or be recommended to, continue, exit strategies will need to be developed to cease these services alongside those purely for winter surge capacity at the end of the funded period as outlined in Appendix 'A'. Delivery, spend and performance will be monitored throughout the implementation of the plan via the Adult Social Care Winter Group, chaired by the Head of Adult Social Care: Urgent Care, Acute & Prisons.

The Winter Plan is shared internally within the county council, with the Lancashire & South Cumbria Resilience and Surge Planning Group and with each Urgent Care Delivery Board that Lancashire County Council Adult Social Care is a member of, for inclusion in the system wide winter planning and delivery reporting.



Appendices

Appendix 'A' is attached to this report. For clarification it is summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Adult Social Care Winter Plan 2023-24

Consultations

The plan has been developed in consultation with relevant teams and key individuals within Lancashire County Council and key external partners. Winter planning overall has taken place across the Integrated Care System.

Implications:

This item has the following implications, as indicated:

Risk management

The Adult Social Care Winter Plan will be subject to monitoring throughout the winter period, to ensure its full delivery and the achievement of key outcomes.

The key risks for Adult Social Care include:

- Recruitment – recognising the possible challenges of recruiting additional staff, the plan does not rely heavily on staff-based schemes.
- Risk of further fragility in the care market and disruptions to peoples' care and support for example due to recruitment and retention challenges.
- Impact of flu, Covid-19 and any other infection outbreaks within care settings, in addition to the risk of workforce impact from Flu and Covid-19 prevalence.
- Unintended consequences of decisions made by one organisation adversely impacting on another.

Mitigating actions have been set out in relation to key risks. As a well-established group, the Adult Social Care and Health Partnership continues to oversee social care delivery and partnership working across the winter period. The Partnership is working to ensure we operate together as one collaborative system, and to ensure there are no unintended consequences of decisions made by one organisation impacting on another, either financially or in terms of workforce moves.

Financial

The planned spend on additional staffing and additional service/care capacity is through flexible use of specific adult services reserves. As such, these monies are non-recurring and present a risk should any of the services and schemes be identified as being required to continue beyond the life of the Adult Social Care Winter Plan.

List of Background Papers



Paper

Date

Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

