

Adult Social Care & Health

Adult Social Care Pressures Plan 2022-23

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Purpose:

The Adult Social Care Pressures Plan describes the actions on all the key activities in place, as the directorate prepares for anticipated levels of increased pressure in coming months.

VERSION HISTORY

Version	Date Issued	Brief Summary of Change	Owner's Name
Draft 1.0	14.09.21	First draft	Elizabeth Blockley
Draft 2.0	15.09.21	Second draft – incorporating service resilience updates	Elizabeth Blockley
Draft 3.0	15.09.21	Third draft – incorporating formatting changes and updates to appendices	Elizabeth Blockley
Draft 4.0	20.09.21	Fourth draft – incorporating updates from Short Term Pathways team and update to Appendix A – Operational Pressures Escalation Plan	Elizabeth Blockley
Draft 5.0	27.09.21	Fifth draft – incorporating feedback from SMT, DMT Extended Working recommendations, ASC Risk Registers	Elizabeth Blockley
Draft 6.0	11.10.21	Sixth draft – incorporating further amendments to the Introduction and Context, Financial Implications and Operational Capacity	Elizabeth Blockley

Version	Date Issued	Brief Summary of Change	Owner's Name
		Management Plan for Winter 2021-22	
Draft 7.0	15.10.21	Seventh draft – incorporating further amendments from Strategic Commissioning	Elizabeth Blockley
Draft 8.0	15.10.21	Eighth draft – incorporating further amendments from Adult Social Care and Health Director of North and West Kent	Elizabeth Blockley
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Draft 10.0	19.11.21	Tenth draft – incorporating additional figures within 'Operational Capacity Management Plan Winter 21-22' and 'Financial Implications'	Elizabeth Blockley
Draft 11.0	01.12.21	Eleventh draft – incorporating updates subject to further guidance from Department of Health and Social Care	Elizabeth Blockley
Draft 12.0	11.10.22	Twelfth Draft – incorporating context updates, Risk, conclusions and appendices	Jade Caccavone
Draft 13.0	12.10.22	Thirteenth Draft – incorporating resilience updates and operational updates.	Jade Caccavone
Draft 14.0	20.10.22	Fourteenth Draft – incorporating wider care sector work and Public Health guidance and commissioning updates.	Jade Caccavone

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1 Introduction and Context

Current Context

Adult Social Care and Health (ASCH) has managed an extremely challenging period throughout 2022; as we continue recovery from the COVID-19 pandemic, the Directorate and its partners have continued to respond to many challenges in an unprecedented environment. Whilst the COVID-19 vaccination programme has enabled a return to more normal life, ASCH continues to operate in the context of high demand for services, budget pressures and workforce issues, which mean that robust contingency planning and an agile response is more critical than ever.

Local authorities have seen increased budget pressures in recent years, which has impacted on the funding available for Adult Social Care Services. This is in the context of increased demographic pressures, with an ageing population and people living longer with more complex needs. Spend on adult social care has inevitably increased during the pandemic to manage the increased costs of services, staffing and equipment including Personal Protective Equipment (PPE), as well as increased levels of demand and complexity of need particularly as restrictions are lifted.

Adult social care now faces a significant budgetary challenge for 2022/2023 and 2023/2024, whilst simultaneously managing increased waiting lists for services due to the workforce pressures which are being seen across multiple sectors but are particularly acute in health and social care.

The health and social care workforce and system is under significant strain nationally, with demand outstripping capacity as a result of the pandemic; the NHS has significant backlogs of people waiting for elective surgeries and treatment and there are large vacancy rates in both workforce populations. Skills for Care figures from October 2021 indicated a vacancy rate of 165,000 jobs in adult social care services nationally, which represents approximately 10.7% of the total adult social care, the southeast has an estimate of 10.7% vacancy rate. Turnover rates across the sector also remain high, at 29% with employers reporting that retention is now more difficult than before the pandemic. NHS Digital statistics also showed that as of June 2022 there were 132,139 vacancies across the NHS in England; a vacancy rate of 9.7% which has increased from 7.6% since June 2021.

Given the high vacancy rates and difficulties in recruitment across the social care sector, there is inevitably concern about the impact on service delivery and provision of care this winter. ASCH is already seeing the impact of these workforce challenges; waiting times have increased across several services and are particularly visible in Care and Support in the Home, where the people waiting for care and support in the home was 39% higher at the end of September 2022 when compared to the same time period in 2021.

The government's People at the Heart of Care, Adult Social Care Reform White Paper', published in December 2021 acknowledges the historic challenges relating social care

funding pressures and seeks to address some of the current disparity between funding for the NHS and social care. Amongst other measures the White Paper details the introduction of a cap of a maximum of £86,000 that individuals will have to pay towards their personal care cost and a new means-test threshold. The lower capital threshold will change from £14,250 to £20,000 and the upper capital threshold will increase from £23,250 to £100,000. These revised capital thresholds will come into effect in October 2023 and will apply to everyone newly assessed as being eligible for care and support as well as those people who are already in receipt of and who continue to receive care and support. The upper threshold of £100,000 will become the limit above which people will fund their own care.

New analysis undertaken by County Council Network (CCN) published in October 2022 shows that adult social care services in England are set to face £3.7bn in additional costs in 2023 compared to 2021 simply to maintain current service levels due to rising inflation, wage increases and growth in demand. These rising costs are double that of previous estimates by PricewaterhouseCoopers (PwC) for CCN, which estimated costs would rise £1.6bn over the same two-year period due to a combination of service demand and inflation.

These factors are all being faced in the context of the wider workforce, cost-of-living and supply chain issues that are being seen at a national level. As of September 2022, UK job vacancies have reached a record high of 35.8 million, and many sectors are struggling to meet demand for goods which is resulting in rising costs. The cost-of-living crisis presents a significant challenge to the country and its economy with rising energy costs, increases in food, transport and day to day prices rising significantly. These increased living costs will be particularly impactful for people on lower wages, which includes a large proportion of the adult social care workforce. This workforce is historically mobile and likely to seek opportunities in other sectors where wages will be equitable or higher, such as retail and hospitality.

Whilst acknowledging that the primary responsibility for easing the cost-of-living crisis at the population level sits with Government, adult social care will continue to support and work with the support programmes that Kent County Council (KCC) has in place, these include the financial hardship programme, use of KCC's community services and working with our statutory and voluntary partners in a joined up way to ensure that we are helping vulnerable residents in Kent with financial hardship and cost-of-living issues.

Winter 2022-2023 Challenges

Throughout 2022 there has been a gradual return to normality, as the COVID-19 vaccine programme has supported a reduction in serious illness and hospitalisations as a result of coronavirus. National data shows that 88.4% of the population aged over 12 have received both doses of the vaccination, and 69.9% have received a third booster jab. As at the 18 October 2022 39.6% of adults over 50 have had their autumn booster vaccine. Cases are currently far lower than the last peak of infections last winter which peaked at 234,873 cases on 4 January 2022. National data shows cases as of 29

October at 3089 cases. Hospital admissions and deaths currently remain far below the levels of previous waves of the pandemic.

However, we continue to prepare for the possibility of a higher than usual number of infections with seasonal flu (influenza) that are expected for this winter and the consequences of simultaneous infections with both COVID-19 and flu are unknown. A comprehensive flu vaccination programme for eligible age groups and individuals with underlying health conditions has started recently. It is important that front-line health and care staff are encouraged to get vaccinated for both Covid and flu this autumn and these continue to be encouraged across the workforce.

Additionally, health and social care services are already managing large backlogs and waiting lists for care and support services. In the NHS, elective procedures are being delayed and people continue to report challenges in accessing primary care services, which historically results in increased pressure on Accident and Emergency services.

Overall, there is a high level of concern about the levels of pressure on health and care services this winter. Respiratory infection rates are likely to create higher levels of staff absences and the effects of the cost-of-living crisis on staff recruitment and retention in the health and care sector are difficult to estimate, but likely to have an effect.

The following plan sets out the ASCH Directorate's own escalation plans and contingency actions, to ensure that high-quality, safe and timely support is provided to everyone who needs it, whilst maintaining systems that can react quickly to a range of variables and rapidly changing circumstances. Adult social care will need to draw on lessons from 2021-2022, maintain an agile and responsive approach and continue to work collaboratively with health partners to make best use of resources across the system.

The purpose of the 'Adult Social Care Pressures Plan 2022-2023' is to provide a clear and concise summary of all the key activities in place, as the directorate prepares to manage ongoing pressure on health and social care services. The main elements of the plan have been outlined in the table below. This plan will be kept under review during the coming months and updated as appropriate as arrangements are continually reviewed in response to changing circumstances. In line with the review of the Pressures Plan 2021-2022 the effectiveness of this plan will be reviewed to ensure that lessons learned are built into future plans.

Section	Activity Title	Description	Activity Lead(s)
2	Resilience and Emergency Planning, including the Operational Pressures Escalation Plan	The Emergency Resilience and Planning section outlines the tools and plans in place to respond to incidents or surges in demand across the Kent and Medway Health and Social Care System.	John Callaghan Paul Bufford
3	Hospital Discharge and Community Support	This programme of work seeks to work collaboratively with health partners to jointly commission services, promote a whole-system approach to decision-making and improve value for money for Kent residents, underpinning Government hospital discharge policies.	Sydney Hill
4	Operational Capacity Management Plan for Winter 2022-2023	The Operational Capacity Management Plan for winter aims to: <ul style="list-style-type: none"> • Assess the likely operational impact of additional demand and setting out plans for additional staffing to manage the likely demand. • Identify the financial resources required to fund additional capacity and operational costs and how this will be funded. 	Service Managers
5	Commissioned Services	This section lays out the Strategic Commissioning activities which have been identified to support and build the resilience of the adult social care provider market, including the System-Wide Market Pressures Action Plan.	Simon Mitchell
6	Financial Implications	This section lays out the funding streams which have been made available to KCC to support the Winter Plan and resilience activities.	James Mackintosh
7	Risk Management	This section identifies the risk management protocols that are in place, how they will be kept under review during the winter period and the risk owners.	ASC Directorate Management Team

Table 1: ASC Pressures Plan 2022/2023

2 Resilience and Emergency Planning

The ASCH Directorate Resilience Group maintains oversight of the business continuity, emergency planning, and related resilience workstreams on behalf of the Directorate Management Team. The group provides a forum for the two-way flow of information between all Adult Social Care and Health operational teams, services, and business partners, under the chairmanship of Jim Beale, Director of Adult Social Care, East Kent. The following schemes and initiatives have been brought forward this year to enhance resilience:

Deliverable	Objective	Timeline
Debrief report and action plan addressing outcome of Storm Eunice / Franklin in February '22	<ul style="list-style-type: none"> to ensure lessons arriving from the way this incident was handled are taken forward and recommendations are implemented 	Completed May 2022
'Grab-bag' for senior / on-call managers, revised and updated emergency contact information	<ul style="list-style-type: none"> to provide quick reference guidance for senior and on-call staff 	Completed June 2022
Cold Weather Plan reviewed to reflect learning from winter 2021/2022, changes in operating environment and UKHSA / MetOffice guidance	<ul style="list-style-type: none"> to ensure KCC Adult Social Care and Health Directorate can respond appropriately to cold weather events to ensure activities are coordinated across the Council and with partner agencies 	Completed Sept 2022
Operational Pressures Escalation Plan reviewed to reflect learning from winter 2012/2022, changes in operating environment and the role of Integrated Care Board (ICB)	<ul style="list-style-type: none"> to ensure KCC Adult Social Care and Health Directorate responds appropriately to surges in demand across the Kent and Medway Health and Social Care System. 	Completed Sept 2022
Review of critical dependencies and risk assessment approach completed to inform future priorities.	<ul style="list-style-type: none"> to embed the management process for scanning for developing risks and issues and maintaining oversight of the mitigations and controls for business disruption 	Completed Sept 2022
Service Business Continuity Plan exercising programme	<ul style="list-style-type: none"> to validate process / procedure to provide opportunity for rehearsal 	Completed Oct 2022

	and engage broad staff groups	
Development of systematic process to identify and address key themes and embed learning, notable practice and recommendations arising from incident and exercise debriefing	<ul style="list-style-type: none"> to ensure lessons arising from incidents, exercising and training activity are cross-referenced to identify common themes to inform future programme development and / or address through KCC-wide and multi-agency working. 	Due Nov 2022
Engagement through Multi-agency Kent Resilience Forum Winter Watch Risk Group	<ul style="list-style-type: none"> to ensure the directorate remains up to date with developing winter pressures and response arrangements of multi-agency partners 	Starting from Oct 2022

Table 2: Resilience and Emergency Planning arrangements

The ASCH Directorate continues to work with internal and external providers to increase resilience. Workstreams are well established to ensure:

- The directorate's resilience priorities are agreed and monitored through annual programmes of work and through regular reporting
- Horizon scanning for threats and risk to the delivery of Adult Social Care and Health services are maintained
- The directorate's risk assessment of business disruption, controls and actions are current and holistic
- The directorate's suite of resilience plans are regularly reviewed and validated
- The directorate is engaged in training and exercising to ensure the appropriate level of preparedness is maintained
- Post-incident and exercise debrief reports are considered, and recommendations are taken forward through annual programmes of work
- The directorate is appropriately engaged in Local Health Resilience Partnership (LHRP) and the Kent Resilience Forum (KRF) and subgroups
- The directorate's priorities are adequately reflected in KCC and multi-agency programmes of work
- Information relevant to Business Continuity and Emergency Planning is collected and disseminated to ensure managers and staff across the directorate recognise and are aware of their responsibilities and are ready to deliver in response to emergencies and business interruption.

The Operational Pressures Escalation Plan ensures the ASCH Directorate responds appropriately to surges in demand across the Kent and Medway Health and Social Care System. The objectives of the Operational Pressures Escalation Plan are as follows:

- Provide information about the national operating frameworks and service requirements
- Describe the monitoring and reporting arrangements in place, to provide early warning of surge pressures

- Inform staff about the national, regional, and local processes and procedures to be used to manage a surge in demand
- Identify roles and responsibilities for services, teams, and individuals
- Describe the actions required in response to surges in demand.

The Operational Pressures Escalation Plan, which has been deployed successfully for a number of years has been updated to reflect changes through the Health and Care Act (2022) which change the roles and responsibilities of key system partners. The full plan can be found in appendix A.

Teams also have individualised continuity plans which will be activated in the event of a serious or catastrophic incident. These act in accordance with KCC's legal duties under the 'Civil Contingencies Act 2004' and are aligned to corporate business continuity plans.

3 Hospital Discharge and Community Support

The Department of Health and Social Care issued revised Hospital Discharge and Community Support guidance on 31 March 2022. The guidance set out how NHS bodies and local authorities can plan and deliver hospital discharge and recover services from acute and community hospitals settings that are affordable within existing budgets following the ending of the national discharge fund. From 1 April 2022 local areas adopted discharge processes that best met the need of the local population, working together across health and social care to jointly plan, commission and deliver discharge services.

Across Kent it was agreed as a health and care system to continue with the Discharge to Assess approach to support people back to their own home as quickly as possible and assess their ongoing needs in their home environment. System leaders across Kent County Council (KCC) and NHS Kent and Medway agreed a set of principles about how we will work together:

- People should be supported to leave hospital as soon as possible once they no longer need hospital-level treatment
- All pathways and commissioned services should support an individual's recovery, be strengths based and promote independence
- People will be supported to go home first wherever possible
- We will treat people as individuals, and support them to be in control of their own care and support as much as possible
- We will commission in ways that maximise best value from the whole pathway, reduce duplication, multiple assessments and hand-offs
- We will share risks and gains from jointly commissioned discharge pathways

The governance arrangements have been reviewed to take forward ambitions into action and a Joint Commissioning Management Group and Joint Commissioning Operational Group have been formed. Key priorities for 2022-2023 have been established including developing the financial framework and operating model for

Discharge to Assess; developing integrated community discharge hubs; scoping joint commissioning intentions for community services that support hospital discharge.

4 Operational Capacity Management Plan for Winter 2022- 2023

Winter planning actions across the ASCH Directorate have been reviewed from the 2021-2022 plan and identified areas to maintain continuity of provision to meet the anticipated demands of winter 2022-2023:

County Placement Team

The County Placement Team will be resourced to deliver weekend and bank holiday working to support reduced length of stay in hospital for people medically fit for discharge.

Kent Enablement at Home

Kent Enablement at Home (KEaH) aims to ensure that people are able to remain at home with the appropriate levels of support with the emphasis on enablement and not for people to remain or move into long term placements.

In direct response to the current market pressures several actions are being taken:

1. The weekly sitrep completed by all KEAH teams will identify pressures within the service for staffing and capacity
2. The number of people who stay with the service for longer than the six-week enablement period will be monitored via Power BI and shared with commissioning partners on a weekly basis
3. Work is underway with Commissioning to support the continued market pressures. Identifying a medium level of support for those remaining on the service for over 12 weeks. This will form part of the winter monitoring and escalation plan.
4. Recruitment campaign is underway to fill all permanent and short term vacant/available hours

Risk assessments will continue to be completed for all staff and service users. Where a critical major incident occurs, KEaH will activate their Business Continuity Plan.

Operational Support to Hospital Discharge Pathways

The Short-Term Pathways Teams work with health to ensure people receive the right support when discharged from both acute and community hospitals.

11 Occupational Therapy Assistants (OTA) are being recruited across the county. They will work with people on their discharge from hospital to reduce deconditioning for people discharged from hospital in the community and in short term bed to improve levels of ability and enable them to remain at home with reduced levels of long term support. The predicted cost of this additional resource is £363,000.

East Kent – 3.6 x Registered Practitioners/ Social Workers have been recruited via agency staffing to provide additional assessment capacity to support assessment of those discharged from hospital to short term beds at a cost of £20,000 per month.

Area Referral Management Service (ARMS)

The ARMS service continues to receive high volumes of referrals including an increase in urgent referrals to adult social care. To ensure that whole system resilience is maintained and that work around future modelling of the service can be undertaken, we will seek to employ a task force of staff for 6 months to create additional capacity.

The task force of staff is to comprise of a team manager, registered and unregistered practitioner staff and will be provided until 31 March 2023 to support the continued urgent referrals being received.

The predicted cost of this proposal is £145,000

Approved Mental Health Professionals (AMHP)

The AMHP service utilises a range of business continuity arrangements to manage increased levels of activity.

In order to meet anticipated levels of demand over the coming months additional capacity will be provided by use of extended working arrangements and additional capacity to the service until the end of March 2023.

Occupational Therapy

Kent County Council's Occupational Therapists (OT) provide a core skillset that underpins the Adult Social Care Making a Difference Everyday approach and supports the aspiration to support people to maintain their independence and manage risk. OTs are experts in recommending just the right amount of support people, supporting the preventative agenda, underpinning the Enablement offer and supporting discharge from hospital.

Fixed-term acting up management capacity and administration support is planned to ensure that the OT workforce (of over 100 full time equivalent staff) is deployed in the most effective way in response to current and emerging pressures.

The predicted cost of this is £184,000

5 Commissioned Services

Strategic Commissioning is also working with Kent's social care providers to deliver actions to ensure their preparedness and resilience for the coming months. These actions are based on guidance from the Department of Health and Social Care and will ensure that providers are aware of their duties and that Strategic Commissioning can provide oversight of actions being delivered.

This approach is based on three key themes:

- Keep people safe and well at home
- Support safe and timely discharge from hospital
- Help people to recover and thrive in their own home.

Activities and services will be delivered aligned to each of these objectives, as outlined below:

Keep people safe and well at home	Support safe and timely discharge from hospital	Help people to recover and thrive in their own home
<p>Preventative services are in place to promote and support physical and mental wellbeing:</p> <ul style="list-style-type: none"> • Wellbeing offer - supporting people to live independently • Support for carers – short breaks, assessment and support services • Live Well Kent – community-based mental health and wellbeing support • One You Kent – support and advice on healthy lifestyles including weight, activity, smoking cessation, NHS health checks • Postural Stability - digital and community-based service to reduce risk of falls 	<ul style="list-style-type: none"> • Support to ward staff with discharge options • Pilot discharge grants • Help to settle at home • Appropriate discharge services • Supported homecare capacity – prioritising regulated provision only where needed; giving support to the market in more complex cases • Develop micro providers to reduce the pressure in homecare and deliver non-regulated support • Secure step down beds for those who cannot go directly home from hospital • Complex beds ensure the right beds are available for those with more complex needs 	<ul style="list-style-type: none"> • Kent Enablement at Home - reablement in the community • Trusted Reviewer Programme – supported programme to enable providers to conduct prompt reviews • Voluntary and community sector support – befriending, community-based activities • One You Kent - support and advice on healthy lifestyles including weight, activity, smoking cessation, NHS health checks
<p>Clear and timely communication in place for residents, carers and professionals</p>		

System-Wide Market Pressures Action Plan

Strategic Commissioning are working with colleagues across both adult social care and health partners to identify and implement activities to support the provider market and enable flow through health and social care services.

The provider market in Kent continues to be under pressure due to the identified workforce challenges across adult social care nationally. The number of individuals waiting for support through a package of domiciliary care support as of 25 October 2022 was 329. This represents a 15% increase in the number of people awaiting support when compared to the same time period last year, which is illustrative of continued workforce pressures.

Care and Support in the Home services are critical to supporting other parts of the health and social care system by enabling flow from short-term discharge and enablement services. The significant level of pressure that the market is still under is indicative of the severity of the causes.

The System-Wide Market Pressures Action Plan identifies a broad range of activities to reduce overall pressure on the market and system. The action plan supports demand management through utilising equipment and technology to manage lower-level needs and support a preventative approach. Commissioners are working with the providers for the Integrated Community Equipment Services (ICES) to implement an equipment recycling campaign and ensure that equipment, once used, can quickly be re-integrated within the supply chain to enable hospital discharge.

The plan also includes a number of actions to increase capacity in services:

- Discharge services will continue to deliver additional capacity in acute trusts in both the East and West of the county
- Settle at Home services provided by the Red Cross have been extended to provide discharge support until 30 September 2023
- Discharge to Assess services provided by Hilton have been extended until 30 September 2023
- Exploring additional discharge capacity for mental health services with Kent and Medway Partnership Trust (KMPT)
- KEaH will recruit additional staff to support hospital discharge and system flow
- Further development of the use of 'micro providers' to deliver non-regulated activities will free up capacity in Care and Support in the Home services to address the waiting list for this service and support flow in the discharge process.

There is also a focus on delivering activities which will support recruitment and retention within the care sector workforce:

- The Care Friends app rewards care workers if they successfully recruit friends and family into the workforce
- Strategic conversations are taking place between health and social care to support a joint recruitment approach in relation to overseas recruitment
- Mental health and wellbeing offers are being developed to provide support to care workers

- A Kent and Medway People Board Care Sector Steering group has been established
- Work is taking place with Job Centre Plus to target vacancies in social care with care specific job fairs
- Specialist training in Deaf Awareness to develop existing workers
- Promotion of Care Jobs in Kent via Kent Care Professional
- Ongoing Nursing Associate Program within the care sector
- Specialist training for workplaces to have a worker undertake First Aid Mental Health training to support colleagues

Strategic Commissioning will deploy Locality Commissioners to enable improved collaborative working with health and providers to support the Care and Support in the Home market. The local intelligence of these Commissioners will also support the development of the micro provider market and enable an approach that is responsive to the needs of different localities.

Locality Commissioners continue to work in partnership with Health and Social Care colleagues to provide support to providers who receive a Care Quality Commission (CQC) rating of 'Requires improvement' or 'Inadequate'. This will provide assurance that providers are rapidly taking the appropriate steps to remedy their issues and improve quality without reducing capacity in the provider market.

The plan also lays out how system-wide messaging and communications will be managed. Strategic Commissioning will work with corporate communications teams to manage public messaging and manage reporting into other governance forums. Messaging will focus on what people can do to support their family members this winter, and the need to manage resources so that resources can be targeted to best meet the needs of people requiring care and support.

Additionally, the Adult Social Care Innovation Delivery Team has led the development of the Learning and Development Hub, which supports the care sector to develop registered managers, improve quality in care, identify recruitment and retention solutions, provide training opportunities, and seek out innovation. This activity ensures the social care market is of quality, sustainable and adaptive enough to change, as required by the Care Act 2014. Activities delivered to date have focused on:

- Communication and engagement with the wider care market to share national updates, local support available to the wider care market, financial support and other initiatives available for care workers etc)
- Improving leadership and management
- Quality Improvement
- Training support
- Development of SC Nursing Provision
- Health and wellbeing support offer for the care sector
- Recruitment and retention support
- Promoting care careers & school engagement
- Improving safeguarding
- Encouraging the use of digital technologies

- Collaborative working to support nurses within social care and scoping work on overseas recruitment

6 Financial Implications

KCC has seen significant cost pressures arise during the COVID-19 pandemic and with the change in hospital discharge arrangements. KCC's spend on adult social care has risen sharply in a number of areas over the past three years. One of the areas where the council is seeing the most significant pressure is the Older Person's Residential and Nursing (Long Term and Short Term) for example due to people's needs being higher. Other areas where the council is seeing pressure include, the position of the social care market due to workforce and other cost pressures; increased costs due to increasing numbers of people with mental health needs requiring supported living; and the complex needs of some people being supported at home requiring them to have higher levels of care and support. The spend on Short Term Beds has risen from around £3m in 2019-2020 to a forecast of over £20m in the current year. This is not sustainable for the council.

This interdependency between health and social care demonstrates the importance of taking a whole-system approach to the commissioning and funding of discharge services across the system. The System Discharge Pathways Programme will continue to work collaboratively with the Kent and Medway Integrated Care Board (KMICB) to ensure best value for money and use of resources across the system.

7 Risk Management

Risk management is a key element of the council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The management of risk is therefore important in underpinning service delivery planning, performance management and operating standards.

The Adult Social Care Directorate Management Team (DMT) maintain risk registers at a directorate level to oversee risks to service delivery and ensure that appropriate mitigations are put in place. Adult social care also holds a number of risks within the corporate risk register for areas under the directorate's portfolio. Risk registers are maintained centrally and reviewed regularly by DMT to ensure actions have been implemented and monitor the outcomes. The risk registers are maintained as live documents and updated with newly identified risks and mitigating actions. DMT will retain responsibility for their oversight and for assuring that actions have been implemented by the identified risk owners.

The risks currently overseen relate to: social care market, safeguarding, social care reform, budget pressures, culture change, workforce recruitment and retention, information governance and systems management.

The full risk registers can be reviewed in Appendices B and C.

8 Conclusion

The challenges facing Adult Social Care and Health in the coming months are unprecedented in terms of the collective impact of financial, workforce and health stressors on the system. Additionally, modelling demand for services is challenging due to the high level of uncertainty about the impact of increasing COVID-19 infections and other respiratory infections such as flu on service demand and staff absence across the sector.

Whilst Adult Social Care and Health has had the opportunity to learn from the extreme pressures it operated under during the last few years and has confidence in its business continuity plans and mitigations in place to manage risk, it will need to maintain an agile approach to respond to this unique set of circumstances. The provider market is already experiencing significant disruption and has not yet dealt with what is typically its most difficult period of the year.

However, the collaborative approach Adult Social Care and Health has undertaken with its partners in both the health and the provider market since March 2021 puts us in a strong position to meet these challenges. Partnership working across the system has already demonstrated its efficacy in ensuring that resources can be targeted to where they are most needed, and that Adult Social Care and Health is able to continue to prioritise the health and wellbeing of Kent residents.




In November 2021 central government and the Department of Health and Social Care issued further publications linked to its Adult Social Care Winter Plan 2021-2022, Review of the Adult Social Care COVID-19 Winter Plan 2020-2021 and Workforce Capacity Fund for adult social care.

The guidance identified a number of requirements for local authorities, including: the ongoing delivery and promotion of PPE; the ongoing promotion of public health measures relating to COVID-19 and vaccination; delivering ongoing work with partners to manage infection control; providing targeted support to the provider market in managing care home visiting, hospital admission avoidance and discharge, use of technology and managing end of life care; utilising government funding to support recruitment and retention in the provider market; supporting and development the provider market; and continuing to engage with regional and national partners to support contingency planning and communication with providers.

Subsequent to the guidance being issued, a full gap analysis was conducted of the requirements against the Adult Social Care Pressures Plan 2021-2022. The gap analysis concluded that actions identified in the new guidance were being managed by existing actions plans and workstreams owned by Strategic Commissioning, Public Health and Adult Social Care.

9 Appendices

The following section contains all relevant appendices to the ASC Pressure Plan 2022-2023 document.

Appendix Title / Description	Embedded Document
Appendix A – Operational Pressures Escalation Plan	 Operational Pressures Escalation
Appendix B – ASC Directorate Risk Register	 ASCH Risk Register October 2022.pdf
Appendix C – ASC Led Corporate Risk Register	 Adult%20Social%20Care%20and%20Put
Appendix D – Equality Impact Assessment	

-END-