

## Request

Please accept this data request under the Freedom of Information Act as a Freedom of Information Request. This request seeks to collect data regarding your Local Authorities Market sustainability plan update - capacity plan submission to the Department of Health and Social Care (DHSC) on 30 June, as outlined under Condition 4 of the [Market Sustainability and Improvement Fund 2023 to 2024 Guidance](#)

DHSC has confirmed that they will not publish local authority Capacity Plans. Care England believes the information within the capacity plans submission is key information needed by care providers to aid financial planning, forecast, and to flex, or restructure their organisations to meet current and future demand locally. Care England does not intend to report individually on local authority capacity plans but will use this data in its work to inform its members and care providers and to lobby government to find solutions to ongoing market and workforce pressures.

Please provide a copy of the document or documents submitted to the DHSC as outlined in condition 4 of the [Market Sustainability and Improvement Fund 2023 to 2024 Guidance](#) as per the below:

### *“Condition 4*

*1.17. In addition to the initial and final 2023 to 2024 reports, local authorities must also submit a new annex to the market sustainability plans (published in March 2023). This annex will provide insight into local adult social care market capacity, and assurance that plans are in place to meet local need for different types of care. Local authorities will need to report quantitative and qualitative data on capacity by way of a capacity plan and must submit this update to DHSC by 11:59pm on 30 June 2023. The capacity plans will support local authorities in identifying capacity gaps and provide government with valuable insight into local challenges. As such, these will not be published. A provisional template is provided at Annex A.”*

## Response:

Please see below June 2023 documentation and accompanying Excel spreadsheet submitted to DHSC.



Department  
of Health &  
Social Care

# Market Sustainability and Improvement Fund 2023 to 2024 - Capacity Plan Template

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Please use this template to complete the capacity plan as part of the Market Sustainability and Improvement Fund.

Local authorities must complete all sections of this form.

Templates should be returned to [msifcorrespondence@dhsc.gov.uk](mailto:msifcorrespondence@dhsc.gov.uk).

Deadline for submission of capacity plans - 30 June 2023.

# Section 1: Capacity for winter 2022 to 2023

**Please detail what measures were put in place during winter 2022 to 2023 to ensure sufficient capacity across your social care markets, and an assessment of how successful these measures were. (500 words maximum)**

A range of measures were put in place through 2022/23 ahead of winter to ensure the continued sufficiency of capacity across adult social care markets, building on the strong foundation of our commissioning, investment and market shaping approach in Wigan over several years.

Measures introduced through to 2022/23 to benefit winter included:

- Investment in care fees to ensure they continue to support a high quality, sustainable local care market.
- Initiatives to boost recruitment, retention and workforce availability. Including improving the reward and recognition of the adult social care workforce through accelerating planned pay increases for staff ahead of winter.
- Launch of our local 'Care to Join Us' recruitment campaign, connecting local people with the right skills and values to vacancies across the sector.
- Scaling up local reablement capacity (20%) to compliment and reduce long-term dependency on home care.
- Funding to support additional home care provision, including a new Hospital Discharge 72-hour Rapid Response Service to support people home out of hospital – delivering an additional 400 hours of support per week.
- Investment in equipment and assistive technology, including new specialist roles, to help accelerate use of technology enabled care at home to promote independence.
- Additional Discharge to Assess Bed capacity to reduce pressures on care home placements and increase the numbers of people supported to return home.
- Investment in VCSE capacity to support discharge and compliment formal care provision.

The collective impact of these measures has been positive in ensuring there was sufficient capacity to meet local demand and to help manage pressures on hospital services. Length of stay in hospital reduced through winter and the proportion of people discharged and supported home has increased. No providers exited the local care market through winter and there have been no waiting lists for home care in Wigan despite increased demand.

Investment in 2023/24, including through the Market Sustainability & Improvement Fund, has enabled many of these measures to be sustained to ensure there continues to be sufficient capacity to meet current demand.

## **Section 2: Current capacity**

**Please provide an assessment of any current capacity gaps within your markets for a) long term nursing care, b) long term residential and c) long term community care (split into Homecare, Extra Care and Supported Living). Please include details on what the required capacity is, the available capacity in the market, and the level of capacity that is currently affordable. (750 words maximum)**

### **Care Home Provision:**

In Wigan, we are committed to ensuring excellent care at home, wherever home is, through a transformed model of commissioning, investment and quality improvement focussed on the assets of individuals, partners and the local community.

This approach, coupled with a focus on prevention and supporting people at home, provides a foundation for a high quality, sustainable care home market of sufficient capacity to meet current demand.

#### **a) Long term Nursing Care**

Wigan's care home market consists of 29 different care operators across 52 care homes, providing 2,094 beds. This includes 23 homes in the Borough that provide nursing care covering 1,203 beds at any one time across social care, health and self-funding residents.

Assessment of the market and demand means that we are confident that we have sufficient capacity available to support current levels of need. Occupancy on available nursing capacity for social care is currently 91%.

Work is also continuing to support the repositioning of the local nursing market to ensure it remains able to respond to the rise in demand for more specialist nursing care, including complex physical health and behavioural and cognitive needs.

The most immediate risk to capacity remains provider failure due to the challenging operating environment for nursing care providers at a national, regional and local level. Attributable to the rise in the cost of providing care and workforce capacity, including challenges regarding the recruitment and retention of nurses in social care.

Our investment and partnership approach in Wigan means that we have not had any recent home closures or exits, though this risk will continue to be pro-actively monitored with the local market.

#### **b) Long term Residential Care**

Local assessment of long term residential capacity shows that there is sufficient provision to meet current demand with no significant gaps. Modelling shows current capacity equivalent to 974 placements (in a 12-month period) versus current demand of 906. Occupancy is 93% and not expected to increase.

The position follows local investment in market sustainability and innovation, workforce initiatives and measures to maximise the volume of people supported to remain in their own home. Including investment in extra care and specialist housing.

The proportion of young adults aged 18-64 with care needs supported at home or in their own tenancy, as an alternative to residential based provision, also continues to be above comparator, regional and national averages.

### **c) Long term Community Care (Home Care, Extra Care and Supported Living)**

Demand for homecare has risen by over 20% over the last 3 years. However, the local homecare market has been able to respond and is continuing to operate within capacity, with no waiting lists. Current capacity and the overall funding envelope can support up to 74,334 hours of home care support per week.

Wigan's place-based model of homecare continues to underpin a hyper local approach to recruitment via our Care to Join Us campaign. Alongside investment in the Real Living Wage, this is having a positive impact on the reward, recognition, recruitment and retention of the homecare workforce in Wigan. The commitment to Real Living Wage independent of age, together with increased opportunities for walking routes, continues to attract a younger workforce to the sector in Wigan.

A coordinated, multi-agency programme of work focused on maximising independence through reablement, community connection and technology enabled care is also having a positive impact on managing capacity and demand.

As an alternative and key enabler to the repositioning of the care home market for those with the highest level of need, Extra Care continues to be an important element in the continuum of care and support options in Wigan. Investment through the Council's Housing with Care Programme has increased the number of extra care apartments in the borough to 206, with further developments scheduled for 2023. Capacity includes accommodation and access to support for people with low level needs as an effective means of preventing or delaying future demand for residential care.

The key principles of our home care model have been aligned to the development of the Supported Living market in Wigan. The place-based model, investment in fees and the ethical framework have enabled us to strengthen the resilience and access to a supported living offer without waiting lists. We have a mature specialist housing design and build programme which underpins the supported living model in Wigan, evidenced by the high performance in relation to the numbers of people living within their own homes in the community and the low reliance on residential care for adults of a working age.

## Section 3: Future capacity

Please provide an assessment of any future capacity gaps within your markets for a) long term nursing care, b) long term residential and c) long term community care with a focus on winter 2023 to 2024, as well as a detailed plan on how these capacity gaps will be addressed.

Enter your response here.

### a) Long term Nursing Care

Local assessment of the impact of Wigan's ageing population forecasts an increase in the volume and complexity of demand for nursing care (65+) for 2023/24, including through winter. In response, the Local Authority is continuing to work with local care home operators to ensure that there is capacity available to meet this changing demand. Plans include:

- A new specialist, purpose built 66 bed nursing home in the borough – to open July 2023. The Council has co-produced the service specification in partnership with the local provider partner, which will deliver a 12% increase in available social care capacity able to support people complex physical health, complex behaviours associated with dementia and specialist all-male provision.
- A £1m Care Home Market Innovation Fund – prioritised to support specialist capacity, provider sustainability, assistive technology and workforce development.
- Further investment in extra care to reduce care home admissions and enable the continued repositioning of local care home capacity towards specialist nursing provision.

As set out in Section 2, provider failure and workforce capacity (particularly in nursing) remain a risk to future capacity. The Local Authority continues to work with the local market to invest in a fair price for care that supports high quality, sustainable but affordable care. The ability to ensure fees that continue to support a sustainable position in medium to long-term will be dependent on available funding from Government.

### b) Long term Residential Care

The requirement for residential placements (65+ and 18-64) is not expected to materially increase through 2023/24. No gaps in capacity are currently anticipated for 2023/24 and through winter. However, this will be closely monitored through our local Care Home Oversight and Development Board.

This follows:

- Investment in a new multi-agency Transfer of Care Discharge Hub – helping to maximise the numbers of people supported to return to their own home from hospital.

- Continued reform of local intermediate care and bed based reablement services – overseen by the Healthier Wigan Partnership Discharge and Flow Programme.
- Scaling up of local reablement, rapid response and home care capacity to help reduce care home admissions.
- Additional extra care and specialist accommodation in the community as an alternative to residential care for both older people and adults of a working age.
- Implementation of the Real Living Wage across adult social care in Wigan to help boost workforce capacity, recruitment and retention.

All the above are to be fully operational prior to winter 2023 – 2024.

### **c) Long term Community Care (Home Care, Extra Care and Supported Living)**

Wigan's ageing population and commitment to supporting people at home and as part of the community wherever possible, means that an increase in demand across community care is expected through 2023/24. Plans are in place to scale up capacity in response to this demand to ensure that there continues to be sufficient provision and budget available to meet demand.

In Wigan, we recognise that a strong continuum of care and support is a pre-requisite for a sustainable health and social care economy. The '*We Care About Care*' *Adult Social Care prospectus and Market Position Statement* <https://www.wigan.gov.uk/Docs/PDF/Resident/Health-Social-Care/Adults/Adult-Social-Care-Market-in-Wigan-Prospectus.pdf> describes our plans for continuing to invest in, develop and grow our menu support. This includes planned investment in Home Care, Extra Care and Supported Living capacity, alongside the continued expansion of early intervention and prevention services (e.g. reablement and technology enabled care) to reduce long-term dependency on care.

Plans for 2023/24 include a 6% increase in home care capacity to support Wigan's commitment to home first, alongside an additional 51 extra care units through our newest purpose built Eldervale facility to open in August 2023.

We are confident in our ability to manage demand through the strong relationships and performance of our local markets, underpinned by a commissioning model which supports resilience and sustainability. We also have a robust governance approach with wider stakeholders including customers and user representative bodies e.g. Learning Disability Partnership Board, Autism Partnership Board, Ethical Homecare and Supported Living Provider Partnerships. This is supported by performance data generated through weekly provider returns and customer insight tools to be confident in our ability to monitor demand and respond with flexibility through winter.