

Manchester's approach to early intervention

James Binks

Assistant Chief Executive, Manchester City Council

23 June 2022

The vision for Manchester

- Our Manchester Strategy
- The first OMS asked residents, businesses, VCSEs, other public bodies: “What is your dream Manchester?” Set high ambition. To improve life and opportunity for everyone in our city, with nobody left behind
- Reset in 2021 for recovery from the pandemic, plus renewed focus on equality, diversity and inclusion. Engaged with over 3,800 people
- Overseen by Our Manchester Forum. Partnership board of 40 leaders: public, private and voluntary

Themes:

1. A thriving and sustainable city
2. A highly skilled city
3. A progressive and equitable city
4. A liveable and low-carbon city
5. A connected city

Our approach to public service reform

Our Manchester approach

- How we work since 2016
- Our Manchester Experience

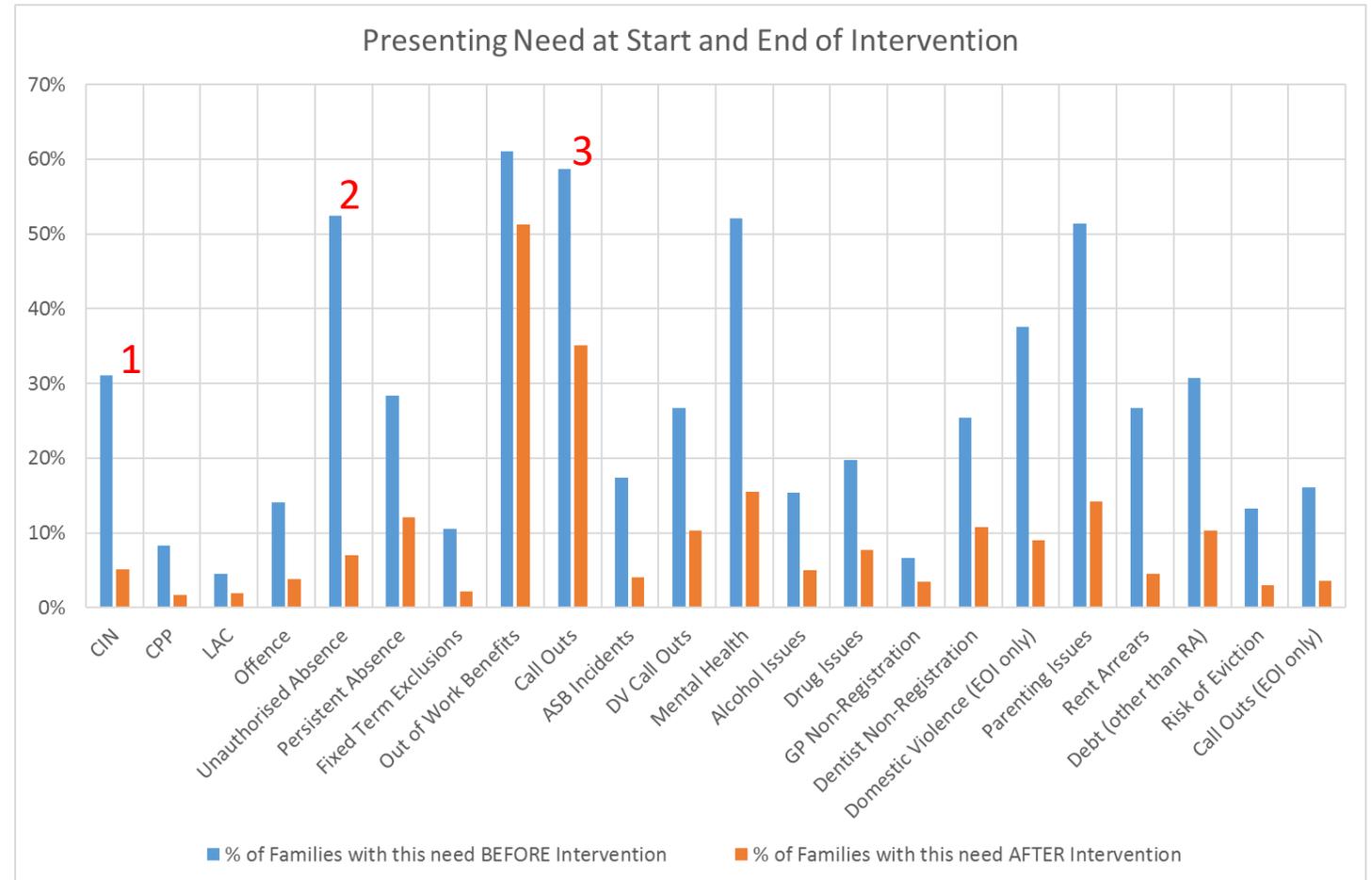


Reform in Manchester

- The whole person / whole family
 - Intensive support where needed
 - Evidence and evaluation
 - Bring resources together from partners in the whole place
 - Improve over time, design and test
- Greater Manchester White Paper

Early Help in Children's Services

- Partnership approach: Early Help is everyone's business
- Strengths-based Early Help Assessment
- 3 Early Help Hubs
- 10 years of working with over 44,000 families
- Much broader than national Supporting Families programme



Adults: Better Outcomes Better Lives

- Led by Adult services within the Manchester Local Care Organisation
- Strengths-based approach to social work practice and leadership
- Unlocking people's potential to lead a happy, independent, and fulfilling life, based on individual strengths and aspirations

“ We have seen a change in grandma. She sits outside in the sun, watching people pass by. I don't have to worry now. ”

The reduction in residential placements exceeds model planned reduction.

648 additional people benefitting from reablement in 21/22 compared to 20/21 with on average 57% needing no further care.

“ I asked Diane what she used to enjoy doing. She started to talk about knitting, her art, walking to the shops. As she spoke, her face lit-up for the first time! ”

“ I hope you know what gem you have in Vanessa. In my time I have only come across an handful of people who can advise and help disabled people with compassion. Thank you. ”

Uptake of monthly TEC applications have see 10% increase when compared to last 12 months.

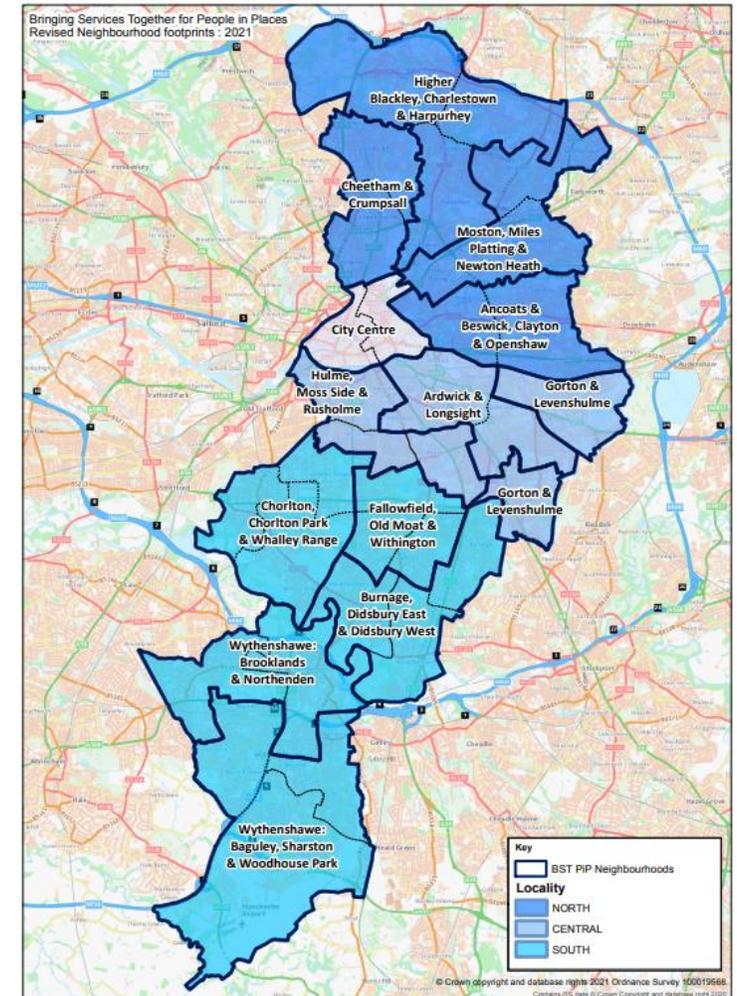
A pioneer group at the Contact Centre has seen an increase in the number of strengths-based conversations, adding strong evidence the prototype will add real value.

Reablement prototype resulted in double the no. of referrals via community services to support people to stay independent at home longer.

Reduction in homecare demand by 8% through 21/22

Place-based reform

- 13 neighbourhoods in Manchester
- Joined up and flexible support around real people and the places they live
- Bringing together our data and intelligence to understand our people and places
- Teams Around the Neighbourhood working together on priorities for the area e.g. Covid response
- MAPS operating in 3 neighbourhoods of the city
- Evaluation of Early Help for adults demonstrating reductions in demand, impact on outcomes, and cost-benefit analysis



Reflections for policy makers

Success factors

- It's all about the people – engage with staff and residents well throughout the whole journey
- Invest for the longer term
- Hold your nerve!
- Build the evidence base and evaluation by prioritising this capacity – know what works and the impact
- Iterate and improve over time
- Continue engaging with partners even when the going gets tough

Challenges

- Difficult to invest for the longer term with short-term funding settlements
- Austerity since 2010 has meant some savings have to be found in early intervention
- Disproportionate impact of Government funding reductions in areas with greatest deprivation and highest acute spend
- Impacts of other national policy decisions such as welfare reform
- Ability of partners to jointly invest when faced with funding cuts and high acute demand – we have examples but not at the scale needed