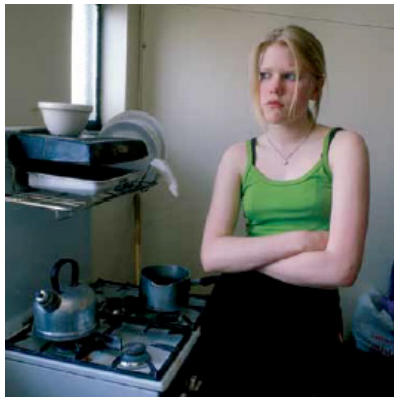


LOCAL PARTNERSHIPS

The public sector delivery specialists

CASE STUDY

Cutting the costs and improving services for Manchester's troubled families



Local Partnerships has worked with Manchester City Council and its local partners on a ground breaking, multi-agency, cross-council initiative to reshape, improve and cut the costs of delivering local public services


The assignment

Manchester City Council appointed Local Partnerships to help them better understand the cost as well as the value of the services provided to troubled families across the city and identify how demand and dependency on them can be reduced.

Background

Local authorities in Greater Manchester, alongside their public sector partners, have been working on an ambitious programme to reshape how local public services are delivered. This is a ground-breaking multi-agency, cross-council reform programme designed to improve outcomes and cut the costs of how future services will be provided.

There are 8,090 so-called troubled families in Greater Manchester costing an estimated £75,000 per annum, per family, to help. There are substantial community benefits and financial savings from turning their lives around.



The families have multiple needs and issues ranging from anti-social behaviour to unemployment and poor school attendance, and are likely to be involved with a range of the city's public services at any time. A key priority for the Greater Manchester Public Service Reform Programme is to address the issue of troubled families, and identify how demand and dependency can be reduced.

Our approach

We worked with key partners across the city, including the police, probation, the Department of Work and Pensions, The Manchester College, registered housing providers and schools to:

- ▶ **deliver a consistent approach to evaluate and quantify new service delivery models** – this comprised a suite of tools that would deliver a consistent approach to commercial appraisal, negotiation and investment when considering new ways of working with this group of service users
- ▶ **drive the development of resource agreements** – for how key partners will benefit from, and contribute to the new delivery models in terms of financial, resource or in-kind contributions. The agreements set key metrics that will make a difference to each partner's priorities and budgets, and how the impact will be tracked through cost-benefit analysis and evaluation
- ▶ **propose alternative funding options to deliver future services** – with the aim of putting in place development and investment funds to support new forms of risk and returns across the spectrum of providers, including the voluntary, community and social enterprise sector.

““ The Troubled Families programme has led the way in showing how services can be improved by building them around what people want and need, not how agencies want to organise themselves.”

Secretary of State for Communities and Local Government, Eric Pickles

Outcomes

- ▶ a much clearer picture of the financial and commercial issues that need to be addressed when reconfiguring future services
- ▶ an understanding of the real financial benefits from the value of increased employment, reduced health admissions and lower incidents of crime
- ▶ a more robust business case for changes to services as well as the way responsibilities for funding and risks are borne
- ▶ support for a new approach to how reconfigured services may be delivered in the future, taking a family, rather than an individual approach, for example:
 - having a reduced number of assessments to provide a view of the whole family, not just multiple one-issue-at-a-time assessments
 - investing across organisational boundaries so costs are shared between the partners that benefit
 - providing fully integrated, co-ordinated and sequenced public services in bespoke packages of support, for example, through the provision of key workers or local integration teams
 - improvements that focus on early intervention for 'at risk' families, as well as those in crisis
- ▶ approximately £45 million of savings to the public sector over the next ten years.



Next steps

The ultimate aim for Greater Manchester is to move itself from an area that is financially dependent on the Exchequer to one of net contributor – a position that can only be achieved by driving through a whole system change to the city's future public services landscape.

Longer term, the Greater Manchester Public Service Reform Programme plans to broaden its integrated service approach and include a wider group of individuals and families with complex dependencies, addressing the underlying issues and needs affecting employability.

Contact

To find out more about how we could support your public service reform programme or other areas of your work delivering local services:

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email: LPenquiries@local.gov.uk

web: localpartnerships.org.uk

“ Local Partnerships provided us with significant insight and hands on support to identify how improved services to address this challenging, complex and resource heavy group of service users can be translated into genuine savings.”

The systems adopted to do this could easily be applied across other towns and cities looking to reassess their services in this area.”

Geoff Little, Deputy Chief Executive, Manchester City Council



Local Partnerships is jointly owned by



Local Partnerships, the public sector delivery specialists

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