

Annual Conference 2024

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LIVE

10-11 July 2024
Manchester Central

CIPFA

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Managing rising demand in adult and children's social care publication launch

Speakers:

Dr William Burns, Social Care Policy Advisor, CIPFA

Bernadette Enright, Executive Director of Adult Social Services, Manchester Local Care Organisation /
Manchester City Council

Liz Jones, Policy Director, the National Care Forum

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Managing rising demand for adult and children's social care: Lessons from English local authorities

Dr William Burns

Public Finance Live

Thursday 10 July 2024



Background to publication



ASSESS HOW DEMAND
AND COSTS ARE
CHANGING



EXPLORE STEPS TO
'BEND THE CURVE'



INVEST TO DELIVER



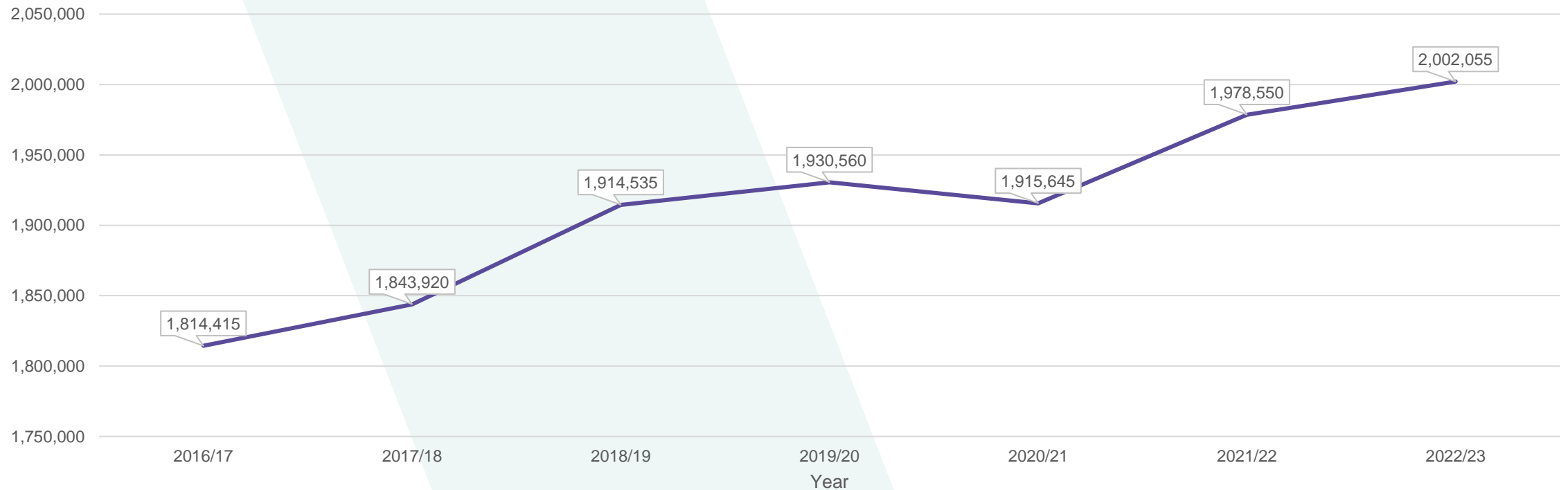
Managing rising demand for adult and children's social care: Lessons from local authorities in England

Interviews with local authority adult, children's and finance leaders

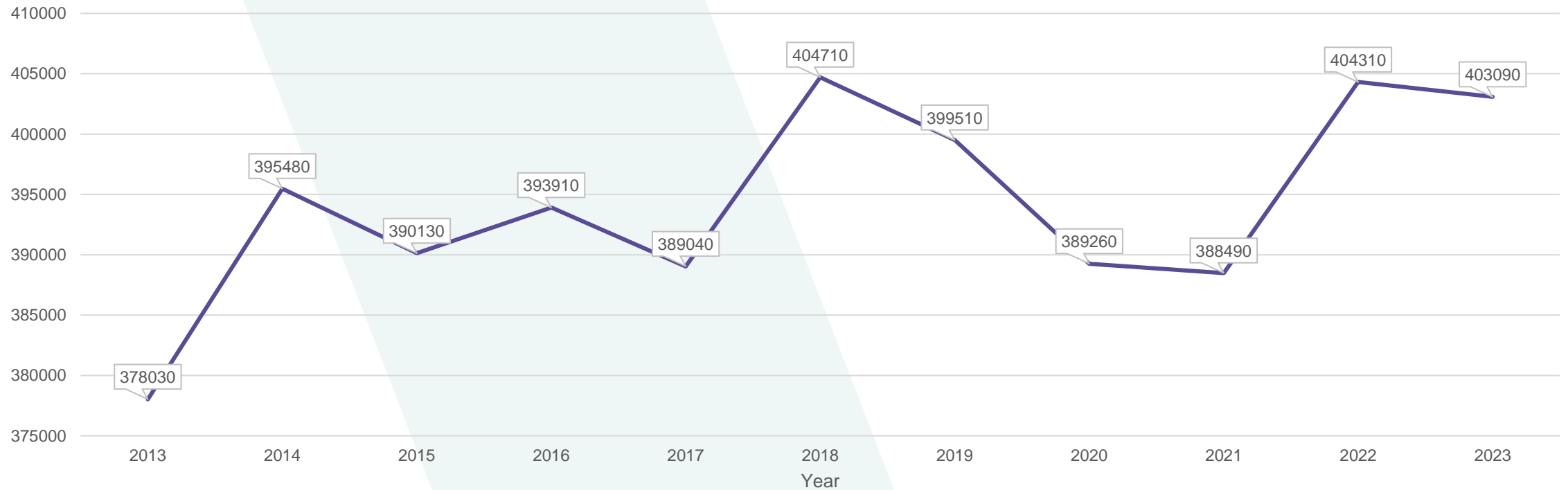
Themes identified

Lessons in good practice and role of the public finance professional

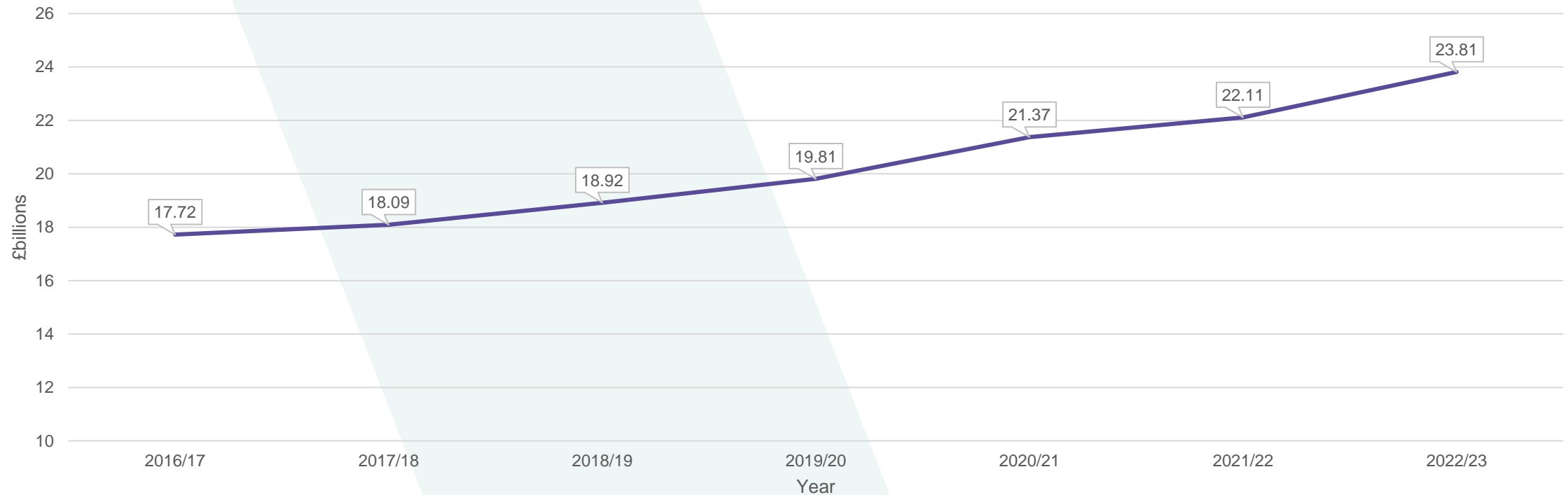
Requests for adult social care support from new clients are rising



The number of children in need is rising



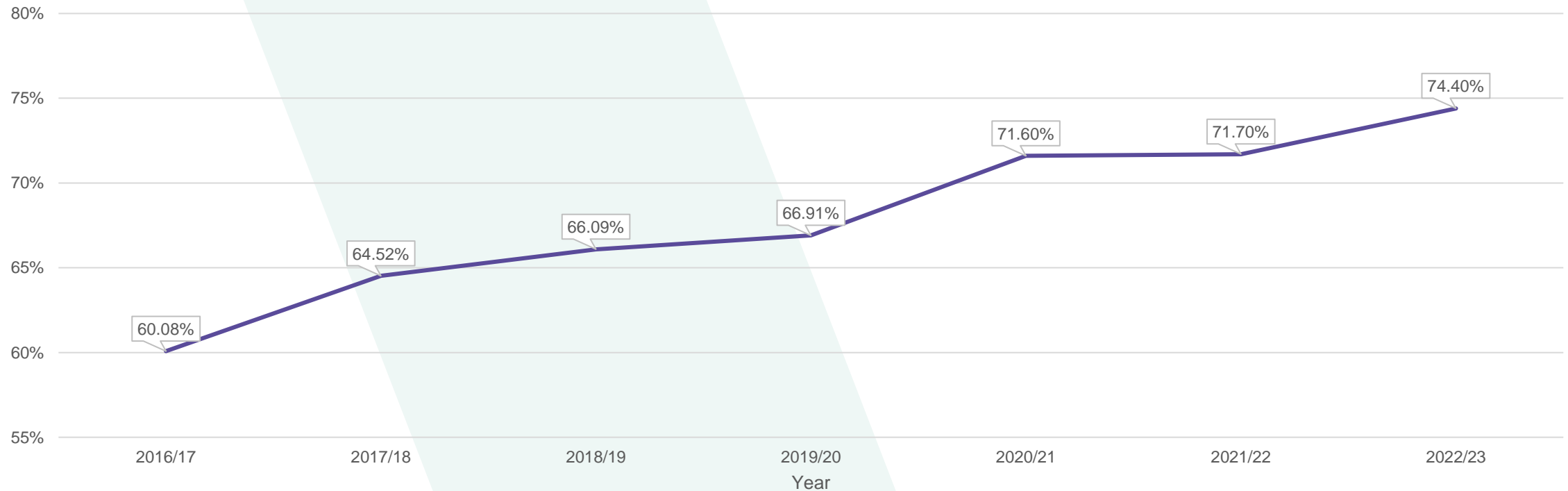
Expenditure on adult social care is rising



Expenditure by local authorities on children's services is rising



The proportion of English local authority spend on adult and children's social care is rising



Source: [CIPFA Financial resilience index](#)

CIPFA has drawn out lessons in good practice from case studies in local authority social care demand management



Attain strong corporate and leadership buy-in



Utilise funding and resources from diverse sources



Focus on improving outcomes



Monitor, forecast and benchmark



Direct more funding upstream

Case studies are organised under key themes

Adult social care	Children's social care
Market management	Market management
Transitions	Early intervention
Transformation and innovation	Transformation and innovation

Adult social care

Market management

Foster the conditions for the market to succeed

Explore innovative commissioning arrangements

Transitions

Work closely with adult and children's services teams and other partners

Engage with young people and their families early

Children's social care

Market management

Expand in-house provision
where appropriate

Safeguard family networks

Early intervention

Invest in edge of care

Family Hubs

Good public financial management and governance supports effective demand management

- Financial oversight, analysis and management
- Grant and resource management
- Compliance, reporting, and risk management
- Evidence-based decision making and communication
- Monitoring, forecasting and benchmarking
- Strategic thinking
- Funding maximisation
- Business case and scenario planning
- Data utilisation, monitoring and evaluation

Better Outcomes Better Lives

Managing Demand in Adult Social Care



Bernie Enright
11th July 2024

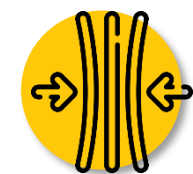
Better Outcomes Better Lives Our journey...



Better Outcomes Better Lives
BOBL is our Adults Services reform programme in the MLCO



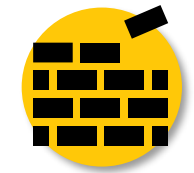
We launched in **January 2021**



Building resilience during COVID-19, with **strengths-based leadership** at all levels



Now seeing more and more examples of how **this approach improves outcomes**



Building culture



Focusing on relationships



Strengthening the golden thread

Through

Better Outcomes Better Lives

Where we started...

2018

'Getting Basics Right'
Improvement Plan

Delivered

- ✓ Training on strengths-based approaches
- ✓ Increased capacity into the service; developing new care models
- ✓ Getting the basics in place to recover from previous funding reductions and prepare for transformation

£

Attracted investment into the service

Highlighted issues

- Gaps in our commissioned provision
- Further capacity gaps
- Greater visibility of impacts on outcomes for residents

2019

Commissioned the consultancy **IMPOWER** to undertake a **system-wide diagnostic exercise**, looking at the demand and modelling the future.

Predicted significant pressures in long-term care costs, to increase by **£40m** by 2023-24

Also demonstrated significant opportunities to **reduce, prevent** and **delay** demand into services, in almost **half of cases.**

Working on the right levers to affect change, outcomes could be improved and reductions to the increases in demand and cost, saving up to **£18.4 million**

Better Outcomes Better Lives
Prevent, Reduce and Delay

The programme was designed to build a service that **supports people earlier** and **better**.

Delivering a **strength-based approach** that **increases** the levels of **independence** for Manchester people.

Ensuring that we provide the **right support** at the **right time**.

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Our Programme

1 What, 3 Why's, and 6 How's

WHAT

A long-term programme of practice-led change focused on supporting the people of Manchester to achieve **better life outcomes with less dependence on formal care.**

WHY

Because we know there is more we can do to improve the **care experience and manage care demand** in Manchester

Because there is more we can do to **support our frontline workers and integrated teams** with the technology and enablers they need

Because we need to make **significant, sustainable savings** this year and over the next four, to avoid service cuts

HOW

Maximising Independence

Embedding strengths based practice across our teams to maximise independence

Early Help

Enable residents to independently access early help resources within communities

Short Term Offer

Create a community reablement offer focused on optimising independence

See & Solve

Resolving barriers to strengths-based practice by working with teams to create the right solutions

Responsive Commissioning

Creating a responsive service offer that meets the changing needs of residents in maximising their independence

Performance & Finance

Embed a performance approach that uses an evidence to drive improvement

Transforming Safeguarding

Creating a robust and secure safeguarding system which protects people in a timely manner

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The programme

Maximising independence



“ Supporting our staff to work in a **strengths-based** way is fundamental to the programme ”

Early Help



“ Providing **the right advice, support and guidance** to people at the right time can make a significant impact in supporting people to stay well ”

Short-term offer



“ If we get this part of our offer right, **it will mean people only go on to receive longer term care when it's right** for them ”

See and solve



“ We want to **address entrenched system barriers** that get in the way of taking decisions which empower people ”

Responsive Commissioning



“ Effective, **strategic, compassionate and collaborative commissioning** will be how we work with system-wide partners to respond to local needs ”

Finance and performance



“ We want teams to **understand and own their own performance** and how their actions, behaviours and culture have an impact on measurable outcomes ”

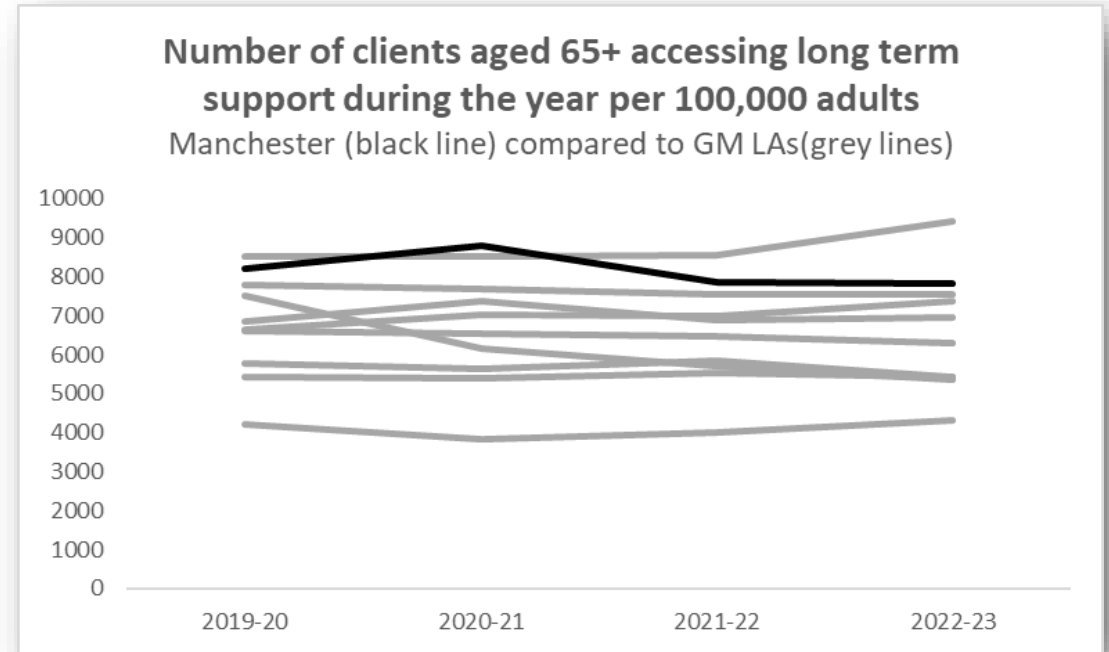
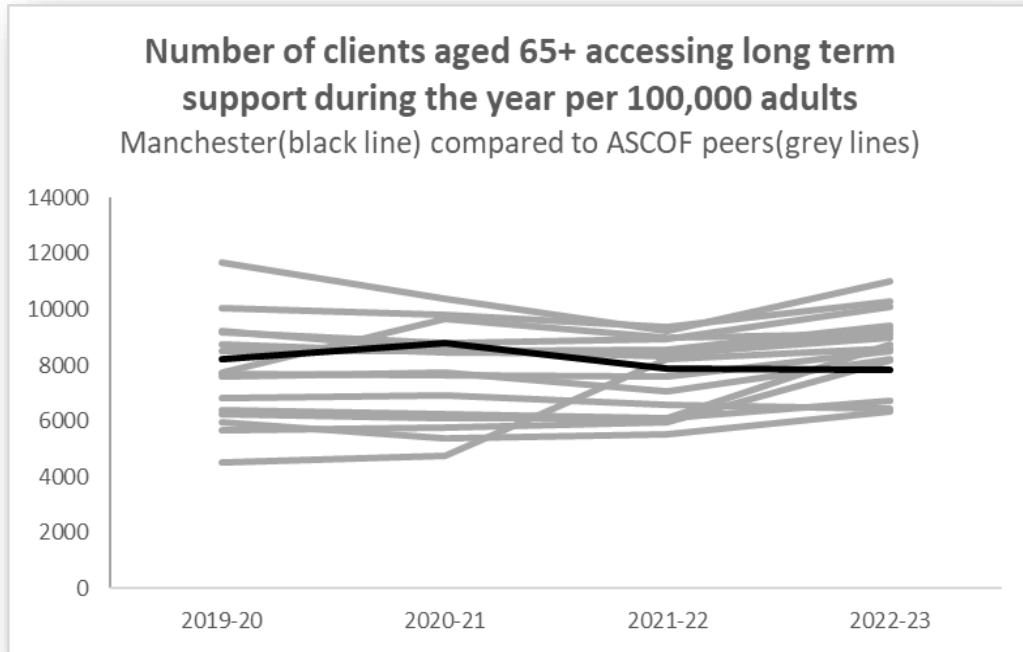


Impact and Evaluation

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Evaluating demand:

Demand has been impacted by a global pandemic within the last 3 years, making it challenging to draw correlations. However, comparing demand in Manchester with social care (ASCOF) peers, Core Cities, and Greater Manchester geographical neighbours, focusing on **the numbers of people aged 65 or over accessing long term care, weighted by population**, has shown that **demand in Manchester has reduced relatively more than comparator areas during the period of the BOBL programme**. Manchester also has maintained a downward trend other areas.



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Evaluating Impact: Financial impact

Given contextual changes in recent years, such as COVID-19 impacts, inflation, grant income, and NHS structural changes, it is challenging to directly show cause and effect linked to financial impact.

However, the overall impacts are considered positive in the wider context of pressures in the sector:

- A three-year programme of £18 million savings 2020-22 was applied to the long-term care budget, albeit smoothed by reserves and also offset by increased income
- The current savings programme added a further expectation of £8.5 million savings over 2023-26
- The demographic trend of **2% of long term care cost has been running well below national averages (4%)** and the **overall comparative position to other core cities** is seemingly relatively strong
- Growth into the budget is significant and includes £48 million in 2022-24, £49 million in 2024/25, and a further planned £19 million in 2025-27. This has improved financial sustainability in the care market, enabled sustained investment into care models and prevention, and the improvement plan for core practice.

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Evaluating Impact: Investment and a more stable position

Manchester has invested heavily in Adult Social Care transformation and capacity in recent years and managed to control increases in spend more effectively than comparable Local Authorities. The total net budget has increased from £162 million in 2019/20 to £220 million in 2023/24, including significant investment of £25 million in 2020/21, and a £30 million increase in funding in 2023/24 to manage the impacts of high inflation.

Spend on Adults in Manchester has however been less than other areas. According to SIGOMA analysis of municipal authority spend on Adults Social Care, **Manchester spent the lowest across Core Cities** in 2022-23; representing **39%** of total Council budget.

This is also well under England averages (**41.5%**) and SIGOMA averages (**39.5%**)



Workstream impact detail

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Maximising Independence through Strengths-Based Practice

Strengths Based Practice

It's too easy to ask people what their needs are and want to fix it. **Better Outcomes Better Lives makes me more aware of working with people and not doing to them.** It keeps that at the forefront of your mind.

Gemma Wassall, Social Worker

Community Social Care teams were the primary focus of the BOBL culture change work and have shown **a shift in homecare hours, commissioning less than their hospital counterparts.** A deep dive analysis of Homecare data has shown that community teams commissioned a **monthly average of four double cover homecare packages** in the last year, compared to **17** from hospital teams.

This indicates that there is greater use of alternative methods of support and that there is increased focus on independence.

*Overall CoPs have improved my strength-based conversations and assessments, improved outcomes for service users; and **boost my confidence working with complex cases.** Thank you so much to the facilitators!*

My VIEWS

I felt better getting it off my chest. I was then invited to a senior managers meeting to provide more feedback. **The impact it's now had – just from completing My VIEWS...**

Andrea Moran, Social Work Team Manager

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Working earlier with people

Adults Early Support Team are a multi-agency and highly skilled team, allowing practitioners to take a holistic approach to a person's health and wellbeing. They deliver **solutions and short-term interventions** to enable residents to live well; providing low-level **technology and equipment, signposting to information, advice, guidance and community assets, and referring to appropriate services.**

67% of calls are now resolved each month by the Adults Early Support Team, circa. 1,100 calls

Repeat callers are reducing, indicating more people are getting the right advice and guidance first time

Earlier triage from AEST means fewer inappropriate referrals now being sent through to neighbourhood teams

For me there's a lot of job satisfaction in **preventing people from losing their independence.** ”
AEST Team Member

“ AEST has worked really well for our team. Both our **incoming work and duty officer work** have **vastly reduced** since in operation. So much so **our awaiting allocation tray disappeared for a day** because it was empty, this has never happened before. **INT Team Member**

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Increasing preventative support: Technology Enabled Care

Analysis has shown that TEC **supports independence** and the least restrictive option, as packages of care with TEC **have fewer hours of care on average than those without TEC**



Since the start of the programme there has been a...

27% increase in new support plans including TEC from **13.9%** to **40.4%**

Technology Enabled Care

“Becoming a TEC champion has given me the confidence to try new things. We’re really seeing the impact on TEC keeping people independent.”

Pamela Lewis, Social Worker

Cost avoidance modelling has shown...

TEC has led to **£0.33m** of Homecare support costs avoided over the 3 years



Better Outcomes Better Lives

Increasing preventative support: Reablement

Reablement is non-statutory, time-limited support that helps people **re-learn** or **re-gain skills** for **independent living**, that may have been lost following illness, accident or disability. Successful reablement means people **do not need longer term care**, or that they need a **reduced package of care**.

74% of citizens left reablement **needing no further care or reduced care** in 2023



Manchester's Central Reablement Service was recently rated as 'Outstanding' by CQC

Cost avoidance modelling has shown...

£23m of homecare costs have been avoided over the three years by reablement

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Extra Care

Extra Care is **supported accommodation** for older people with an **onsite care team** commissioned by Adult Social Care, with commissioners acting as the gateway to placements and monitoring care and levels of need. Extra Care also promotes rightsizing as some older people leave larger properties and this helps the city's housing market free up these properties for others. There is strong national evidence of the **impacts on wellbeing, reduced demand on NHS** and **positive impacts** on **loneliness** and **isolation**

Extra Care has led to
£16m of costs avoided,
comprising £13m of
residential care avoided
and £3m of homecare
costs avoided



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Expanding Carers Support

Carers support is being scaled up, led by Carers Manchester, a partnership of 18 organisations that supports unpaid carers in the city. Carers Manchester works closely with the ASC Carers Team to ensure carers are aware of the offer for carers, **information** and **advice available**, and statutory carers assessments. The Carers pathway provides **help earlier in a carer's caring journey** to help them continue caring and avoid going into crisis.

183 new Carers
were registered in
November 2023,
much higher than
the monthly
average of 87 in
the last year

151 carers
assessments
were completed
in November,
higher than the
Better Outcomes
indicator of 138



Better Outcomes Better Lives

Conclusion:

- Better Outcomes, Better Lives has led to **improved outcomes** and helped Manchester to **manage demand** and **spend** in recent years.
- Manchester is still facing extremely challenging financial pressures but social care **financial pressures are less** than many comparable Councils.
- Through working with people earlier, focusing on maximising independence and providing alternatives to costly support circa. **£39.33m of costs have been avoided.**

Managing rising demand in adult and children's social care



Liz Jones
Policy Director
The National Care Forum



What is the National Care Forum?

and deliver more than £2.2 Billion worth of social care and support.

We are the leading voice for not-for-profit care and support providers. Our members:



employ over 138,000 people,

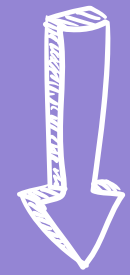
provide care and support to over 264,000 people

across 7,900 services,

Partnership working to manage demand



Work with providers as key strategic partners, not just organisations you buy things from



A strategic long term shift to grow the size of the not-for-profit care and support sector is needed



Not-for-profit social care providers are key assets and anchor institutions within our communities... we should recognise them as such

The economic value of social care

this was more than the 'Accommodation and food service activities' industry!

The adult social care sector was estimated to contribute £55.7 billion gross value added (GVA) per annum to the economy in England.

According to the Living wage foundation £415 million would be needed to pay all social care workers in England the UK real Living Wage

Skills for Care estimates that for every £1 invested in social care, £1.75 would be generated in the wider economy.



Smith Institute research shows that if a quarter of low paid workers had their pay increased to the real Living Wage, the UK economy would grow by £1.7 billion.

Effective commissioning to deliver outcomes

Market management to foster conditions for success



Put people at the heart of everything



Promote mutually-beneficial, sustainable commissioning arrangements – we might be not-for-profit, but we are equally not for loss!



Our workforce are our greatest asset – together we need to foster environment in which providers can invest in workforce recruitment, retention, training and development



Explore innovative commissioning arrangements – bring new ways to work people and providers to find the best way to achieve the outcomes they need



Use evidence and case studies to drive best practice

Early intervention and prevention

Meeting needs to prevent deconditioning and promote health and wellbeing



Assistive technology has huge potential to complement care and support plans



Helping people to live active and fulfilling lives- public health approaches really matter



Explore innovative and proactive models of care – future proofing for evolving needs



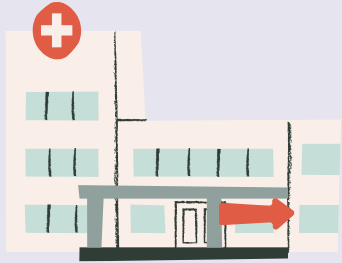
Acknowledge and promote the roll of charities and not-for-profit providers in prevention



Creating communities and networks for people to connect

Effective discharge

Getting people home in a sustainable way



Getting discharge, rehab, and reablement right is vital for managing demand in ASC.

Effective discharge enables sustainable recovery and prevents more complex issues for individuals arising....



...and can play a role in managing demand for intensive and expensive packages of support down the line



NCF in partnership with the Care Provider Alliance

Effective accommodation based (care home or community hospital) Intermediate Care and Reablement: A blueprint from the National Care Forum

Introduction

Intermediate care has, for many years now, been an essential part of the journey of people who are moving from hospital back to the place they call home and offers a preventative role in reducing readmissions to hospital. Given the current pressures in local systems and the experiences of people getting stuck in hospital, it is more important than ever that we deliver the vision of effective, timely, high quality rehabilitative care in a variety of community settings.

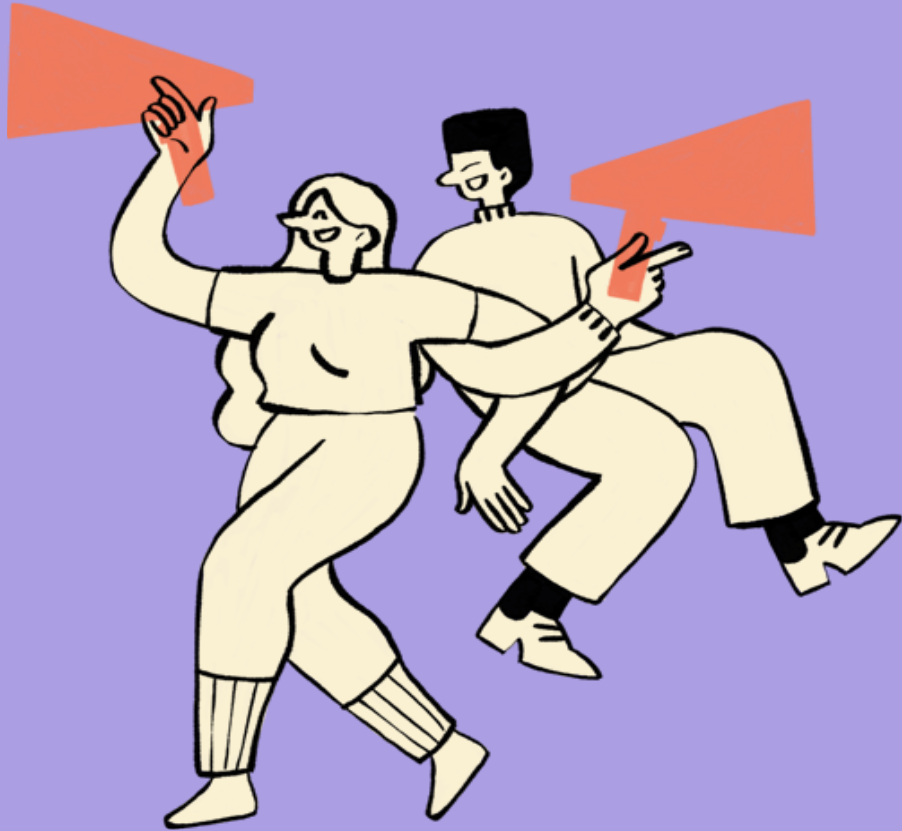
The work of the National Care Forum (NCF), in collaboration with the wider Care Provider Alliance (CPA), to support the Intermediate Care Programme shows that there are many high quality, effective, timely intermediate/step down care services and that there are several essential ingredients that need to be in place to ensure this. This document sets out those key ingredients, through the different lens of the person being supported, the care providers supporting them and the local systems within which all of this happens.

People have the right to expect that their journey from hospital back to the place they call home will support them to be as independent as possible and that if they need it, a dedicated intermediate care service will be available for them as close to their local community as possible, with the right environment to maximise their rehabilitation. This should include opportunities for social and well-being activities that support progress in rehabilitation and recovery. In addition, research has indicated that providing areas where people can meet and discuss their various rehabilitation journeys allows a culture of motivational peer support and helps maintain people's energy and interest in the rehabilitation process. People and their families should be assured that the appropriate and relevant health professionals will be deployed to support their rehabilitative journey, both in the intermediate care service and with a seamless transition to ongoing community health and therapeutic support if needed when they return home.

The NCF produced a blueprint for effective Intermediate Care and Reablement



Listening to people we support



The NCF's recent Speak Up For Care campaign placed lived experience at the centre of our work

People should be at the heart of everything we do as commissioners, providers and policy makers

The image shows the cover of a toolkit titled 'Speak up for Care' for the 'General Election 2024 Member Campaigning Toolkit'. The cover is dark blue with white and yellow text. It features a small photo of two women in the top left and a photo of a man in a blue jacket in the bottom right. The NCF logo is in the bottom left. A yellow box contains the text: 'Working with our not-for-profit members to Speak Up For Care at the next General Election'.



KEEP IN TOUCH!

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