
My Life, My Future: Adult Social Care Transformation Programme Update Report

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Division / Local Member: All

1. Summary

- 1.1.** This report provides an update on the transformation work underway across the Adult Social Care service in Somerset. We are now four months into the design phase of our 'My Life, My Future' transformation Programme. All five programme workstreams are now live, and some have established trials to test new ways of working across our services.

Some encouraging early results are evident; we are seeing 10% more people finishing reablement per week across the county, enabling them to have lower long-term care needs. This is a 20% improvement in our trial team in Taunton & West Somerset, achieved through supporting providers with processes for rigorous progression of cases. We have also seen a reduction in Older Adults residential starts across the county to a rate better than our target. We will continue to monitor this to ensure that this change sustains. Good financial tracking is in place across most areas of the programme and can effectively monitor trial and wider progress, allowing us to react quickly to emergent changes. There are some risks to maximising progress and meeting the projected benefit timelines, particularly around specific resource constraints in some service areas and in our data engineering & business intelligence teams. In recognition of wider council challenges and pressures, we are continuing to challenge programme and workstream plans to bring as much as possible forward to support savings delivery.

- 1.2.** Adult Social Care's transformation activity directly supports the vision and priorities of Somerset Council, as outlined in the 2023-2027 Council Plan, especially those aligned to ensuring we are a 'healthy and caring Somerset'.

2. Issues for consideration / Recommendations

- 2.1. Scrutiny Committee members to consider if there are any general comments or observations that they would wish to make in relation to this programme of work.

3. Background

- 3.1. An evidence-based review of Adult Social Care was undertaken across the Winter of 2022/23, which identified priority areas for change and a proposed plan for an Adults Transformation Programme. In the Summer of 2023, Somerset Council engaged Newton Europe as a delivery partner to deliver this Adults Transformation Programme, now titled the 'My Life, My Future' programme.

As well as collectively improving the lives of 1,000+ Somerset residents, the programme is targeting making sustainable operational changes, valued in the range of £14.2m - £17.2m p.a.

Given the nature of opportunities is based on improving outcomes and sustainably reducing demand for services, there is a multi-year ramp up towards these values. The Programme is intended to design and implement most operational changes within 15 months, which will lead to significant benefits being realised from Year 2 onwards.

| Area | Summary | Target | Stretch |
|-----------------------------------|--|---------------|---------------|
| Decision Making | Supporting more independent outcomes through strengths-based practice, improved care capacity and more creative alternatives to formal support where appropriate. | £2.3m | £2.7m |
| Reablement | More people accessing short-term services that support them to improve their independence – when being discharged from an acute hospital stay, and from the community. | £9.5m | £11.4m |
| Preparing for Adulthood | Increased independence for young people as they transition to adulthood by earlier intervention & support from the Adults team and taking a strengths-based approach. | £0.4m | £0.6m |
| Progression and Enablement | Supporting more adults with learning disabilities to lead a more independent life in their community. | £2.0m | £2.4m |
| TOTAL | | £14.2m | £17.2m |

Table 1 My Life My Future Opportunity Matrix

- 3.2. **My Life, My Future workstreams:** The Programme is aligned to the 2023-26 [Somerset Adult Social Care Strategy](#), which aims to support Somerset people to live

in the place they call home, with the people and things that they love, in communities where they look out for one another, doing what matters to them. Across all cohorts of service users, the Programme aims to support more Somerset residents to live independent lives.

There are five workstreams within the My Life, My Future programme, impacting different teams and with different operational and financial targets associated:

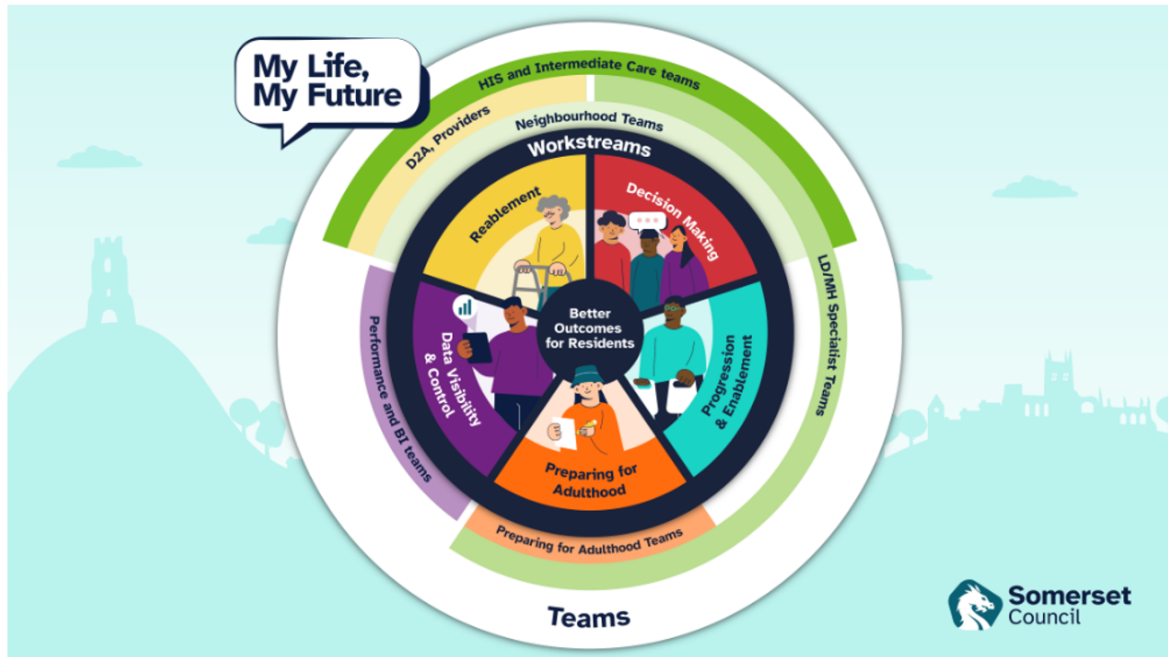


Figure 1 My Life My Future Programme Summary

1. **Reablement**, which aims to design & implement an improved reablement model for Somerset. Reablement is a short-term service that aims to support people to recover skills and confidence and live more independently in the long term. The work here aims to:
 - *Establish more efficient processes and improved service capacity to support more people with reablement potential through the service, whilst opening access to the service for people in the community.*
 - *Support individuals with more complex needs to become more independent through enhanced therapy oversight, improved goal setting and tracking and multidisciplinary input.*

2. **Outcomes from Decision Making**, which aims to achieve more ideal outcomes for adults receiving long-term care and support from Adult Social Care. The work here aims to:
 - *Build on the Adult Social Care operations restructure to establish new processes and create an environment which supports and enables practitioners with strengths-based decisions.*
 - *Shape the direction of what services are required now and, in the future, to keep our population as independent as possible.*

- 3. Progression & Enablement**, which aims to enable individuals living with learning disabilities (LD) to live more independently. The work here aims to:
- *Establish the right progression planning process and support for this cohort, both for those who could be supported to progress within their current accommodation setting and for those who could progress to a more independent setting.*
 - *Ensure sustainable, sufficient capacity in appropriate settings for promoting independence.*

- 4. Preparing for Adulthood**, which aims to achieve more ideal outcomes for young people transitioning to adulthood. The work here aims to:
- *Establish efficient processes and information sharing between Children's & Adults Services to enable early identification and planning of support.*
 - *Shape the availability of suitable and cost-effective services to promote independence.*

- 5. Data Visibility & Control**, which, in collaboration with the Adults Business Intelligence team, will establish ongoing visibility of the Adults service. The work here aims to:
- *Enable proactive performance management and establish clear links between operations teams, their decisions and finance data.*
 - *Foster a culture of performance and improvement through data-driven behaviours and evidence-based decision-making.*

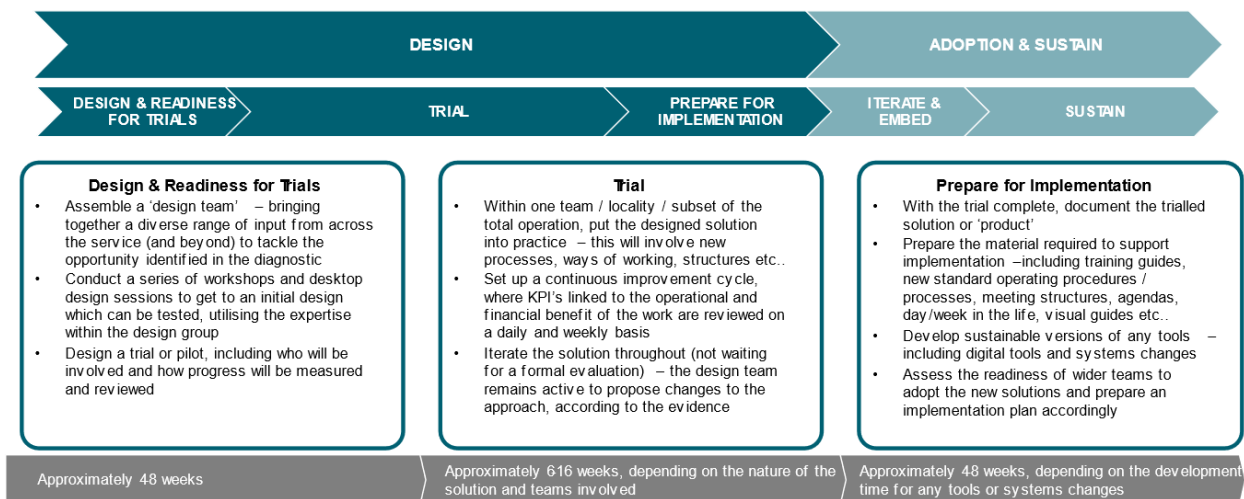
3.3. Approach to change: A joint team has been established between Newton Europe, Somerset Council & NHS Somerset ICB to deliver the Programme. Each workstream has two sponsors from the Adult Social Care team – one from the Operations team and one from the Commissioning team – as well as delivery support from Somerset Council's Project & Change team. This joint approach allows a blend of Newton's experience and understanding of best practice delivery models, with the understanding of the specific Somerset team context and existing strengths.

Joint working with the Somerset Council Project & Change team will also embed Newton's change methodology and approach within the team. We have run an initial training course with the wider Project and Change team and will continue to provide support and ad-hoc training during the life of the programme. We aim to equip the Somerset team to continue to improve performance beyond the core programme timescales, and to lead future identification and delivery of change.

Each workstream will move through a broadly similar approach to change, which will have a design and an adoption phase to create well-evidenced solutions and ensure sustainable change across the county. The design phase involves a short period of 'desktop design' with support from subject-matter experts within the service, before establishing 'trials' where, within a defined subset of a team/locality, we can put the

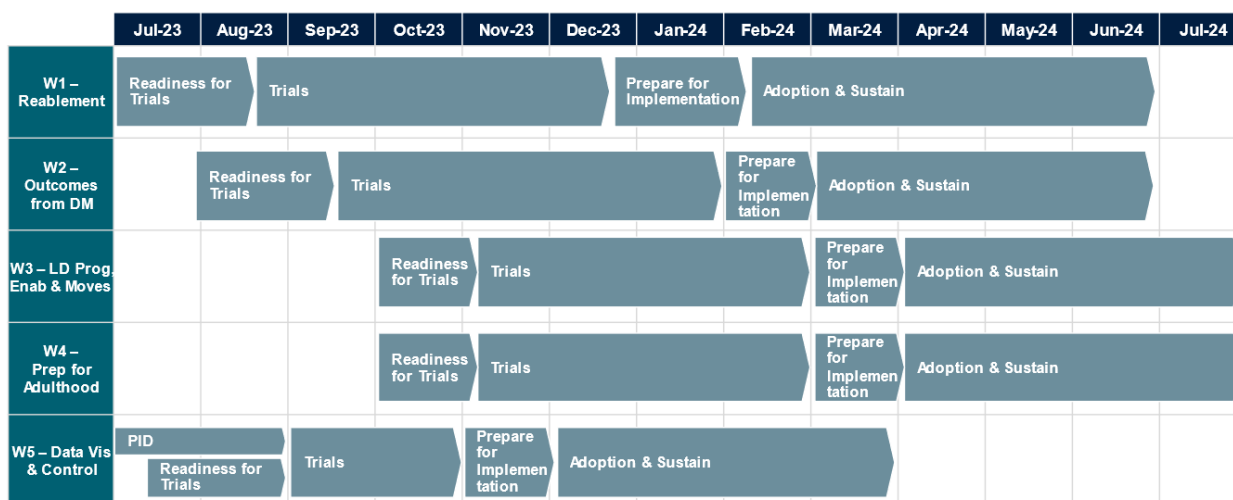
designed solution into practice. These trials ensure that any changes have evidence of success behind them, before rolling out changes across remaining teams or localities.

We are working through a structured change programme which will have a design and an adoption phase to create well-evidenced solutions and ensure sustainable change across the county



The five workstreams have had a staggered start. The workstreams predominantly focused on Older Adults have started earliest, with the workstream focused on our cohort of Adults with Learning Disabilities starting later, to align activity with the establishment of the new operational team structures.

Programme Plan



3.4. Operational and Financial Tracking: The four core workstreams have an operational and financial value attached to them. For each associated area of opportunity, we have worked through a financial equation, consisting of fixed variables (e.g., the duration of a long-term care package) and tracked variables, that we are trying to impact through the operational changes in place (e.g., the number of adults starting a long-term residential placement per month). For each of the tracked variables, we have taken a baseline to use as representative of historical performance, against which we will measure changes.

We established a Working Group, which met weekly and was attended by key operational, finance and performance & Business Intelligence (BI) representatives within the service. This Group assured the process and data used to calculate each variable and baseline. This work resulted in a full Project Initiation Document which gives the underpinning of each financial value.

As many of the targeted changes focus on demand management (i.e., reducing the number or scale of long-term package starts), cash benefits associated with these accrue over time and it typically takes longer than one financial year to see the full benefit realised. We have generated a projected cash profile, with a low and high scenario, to set out the period over which we can expect to see the Programme savings, if the operational activity progresses against plan.

| In Year Value Version | FY23/24 | FY24/25 | FY25/26 | FY26/27 | FY27/28 | FY28/29 |
|-----------------------|---------|---------|---------|---------|---------|---------|
| Updated Low Scenario | £0.5M | £7.3M | £13.3M | £13.9M | £14.1M | £14.2M |
| Updated High Scenario | £0.8M | £9.5M | £16.0M | £16.3M | £16.5M | £16.5M |

Table 2 My Life My Future Target Cash Profile

The Data Visibility & Control workstream is working to ensure tracking against these operational & financial values. This has now been established across several of the individual financial equations, although there is further work remaining to ensure we are able to fully track changes to long-term support packages at home resulting from a review. This work has been delayed by the lack of data engineering capacity within the Council’s Business Intelligence team.

A monthly Contract Monitoring forum is established where we formally report progress against the operational and financial targets and will sign off the benefits associated with the Programme.

The support from Newton Europe is also provided on a contingent fee basis. The fees for both the My Life, My Future Programme and the preceding diagnostic are fixed and fully contingent on financial benefits being delivered and signed off by Somerset Council. As such, Newton guarantee that the recurrent, annualised benefits delivered in the Programme will at least exceed 1.3 times the combined fee from the diagnostic and Programme. As such the guaranteed benefit is £10.0m. These benefits will be measured by comparing historic baselines to the end of programme operational performance in each of the relevant areas, then using the agreed set of equations to translate this to an annualised “run rate” for the programme. This “run rate” is therefore agreed to be the

value delivered to Somerset Council if the operational performance sustains at this level. If at the end of the programme, the benefits have not achieved the required scale, either Newton will continue to work at no extra charge until this is the case, or the fee will be reduced, pro rata until this is the case.

3.5. Key risks & issues impacting Programme delivery: Risks and issues are managed via the monthly Contract Monitoring forum, with mitigating actions agreed. Current key risks or issues impacting current programme delivery are focused on resourcing and staff capacity:

- A lack of Data Engineering resource / capacity within the Council's BI team has slowed progress against plan in areas which require changes to our core data model (e.g. establishing some areas of financial tracking, or building new sustainable service dashboards). Mitigating actions to improve capacity in this area are now in place.
- The financial emergency of the Council has increased demands on staff across the Adults service and more widely (e.g. finance team) creating a risk to efficient programme delivery, slowing activity & decision-making. Planned mitigation measures involve adapting and aligning programme plans to financial emergency to ease constraints on key individuals.

3.6. Progress to date

Reablement workstream - In this workstream, we want to ensure that more people have access to reablement support, both when they are discharged from an acute hospital stay, and when they enter our services via the community, and that this support is as impactful as possible.

Working alongside colleagues from Somerset NHS Foundation Trust (SFT), we have initiated trials in the Reablement workstream. These trials are testing ways of working changes to drive two key KPIs (Key Performance Indicators):

- *The number of people who finish a period of reablement per week.*
- *The effectiveness of their reablement period (i.e., how much impact the reablement support had on their level of independence).*

A trial to support more timely progression of cases through the reablement service is in progress in Taunton & West Somerset. Here we have designed a new tool which gives our providers and staff from Somerset Council & SFT, shared visibility of the reablement caseload. In this trial area, we have so far seen a 20% increase in people finishing a period of reablement.

In South Somerset, we are trialling new ways of working across key workers, providers, and Adult Social Care staff, redesigning the way we set and track reablement goals for

clients, identify ongoing needs and source ongoing care. This trial aims to increase the effectiveness of the support we offer and ensure people can leave the service closer to independence.

The current 'run rate' for this workstream (i.e., the financial value realised if this operational performance were to sustain indefinitely) is £2.0m (from Finance & Performing Monitoring Group meeting on 16th November 2023).

Outcomes from Decision Making Workstream: In this workstream, we want to support more ideal outcomes for adults receiving long-term care and support from our services. We have initiated trials in the Neighbourhood Teams, testing ways of working changes to drive two key KPIs:

- *The number of people starting a long-term residential placement*
- *The number of new hours of support commissioned for people at home (in homecare packages or in direct payments)*

We are currently trialling a new peer forum in Neighbourhood teams in the West of the county which encourages earlier and multi-disciplinary discussion of cases, focussed on outcomes for individuals. Early results are indicating a reduction in residential placements in the West compared to the East.

We are also trialling improved visibility of case flow, trialling tools with teams to track cases as they progress through our service. As well as improved visibility, this trial is also identifying people who could benefit from reablement in the community.

The current 'run rate' the long-term residential starts element of the workstream (i.e., the financial value realised if this operational performance were to sustain indefinitely) is £0.5m (from Finance & Performing Monitoring Group meeting on 16th November 2023). This performance is significantly ahead of the target trajectory, and ahead of the final target position.

Further work is required to ensure we have an accurate & trusted tracking method for the community support element of the workstream, to ensure a full picture.

Data, Visibility & Control: In this workstream, we want to establish a data-driven decision-making culture through use of clear, accurate and accessible management information at each level of the service.

This workstream has established a full Project Initiation Document to ensure clear tracking against the target opportunities identified in the diagnostic. This allows us to track progress against the operational performance and cash benefits realised.

This workstream has also established operational tracking against for each of the workstreams, allowing us to know how any trials are performing against target.

4. Implications

4.1. The following changes to the Programme Plan have been made in recognition of and response to the financial emergency Somerset Council and its Adult Social Care service face:

- In the Outcomes from Decision Making workstream, we have aligned our work on the case discussion forms with the recent changes to Enhanced Peer Forums (which focus on high-cost support packages and support financial control in adult social care). This should support our staff teams to streamline changes, but also see the benefits of any new ways of working accessed more quickly.
- In the Progression & Enablement, and Preparing for Adulthood workstreams, we have de-prioritised some planned activity to allow the social work teams to prioritise reviews. While some of the activities will continue as planned, we expect that some trials around long-term ways of working changes will be postponed until March 2024.
- Given that unit costs of long-term care placements (in residential and nursing homes) are a significant driver of Adult Social Care spend, we have completed a short diagnostic activity to understand more about the drivers behind our increasing spend (i.e. inflation, staffing costs etc.). This has identified some priority actions that will be taken forward before the end of this financial year.