
My Life My Future: Adult Social Care Transformation Programme Closeout Report

Executive Member(s): Cllr Sarah Wakefield, Executive Lead Member, Adult Services & Housing

Local Member(s) and Division(s) affected: All

Executive Director: Mel Lock, Executive Director Adults Services & Housing

Executive Summary

This report provides a closeout summary for the ‘My Life, My Future’ Programme and the Newton support which took place across the Adult Social Care (ASC) service and its interfaces into the wider health system in Somerset from Summer 2023 to Winter 2024/25.

Programme results have been strong, with significant operational improvements seen in all workstreams. These improvements will support more residents to have better outcomes that increase or maintain their independence – reducing or mitigating increases in commissioned care spend. The programme is on track to deliver against the targets set out at the start of the programme, including £10m of benefits by the end of FY24/25.

This part of the programme is now in the ‘sustain’ phase and dedicated programme capacity has ramped down. The new ways of working are being maintained as ‘business as usual’ within our Adult Social Care teams. The My Life, My Future transformation programme will continue and develop as we continue to transform Adult Social Care in Somerset.

Recommendations

Executive 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.

Reasons for Proposals

This report provides a closeout summary for the ‘My Life, My Future’ Programme to share the results of the work, and key learnings identified from the Programme that should be considered in any future transformation work.

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Background and purpose of report

1. Summary

- 1.1. This report provides a closeout summary for the 'My Life, My Future' Programme and the Newton support which took place across the Adult Social Care service and its interfaces into the wider health system in Somerset from Summer 2023 to Winter 2024/25.
- 1.2. This part of the programme is now in the 'sustain' phase and dedicated programme capacity has ramped down. The new ways of working are being maintained as 'business as usual' within our Adult Social Care teams. The My Life, My Future transformation programme will continue and develop as we continue to transform Adult Social Care in Somerset.
- 1.3. The Programme set out to improve outcomes for the people we support by allowing people to maintain or increase their level of independence wherever possible. This included supporting them to regain skills and confidence after a crisis through an improved short-term service, using new ways of working to keep someone at home rather than moving them to a residential placement, or by supporting someone to learn new skills and abilities to do more things for themselves. This focus on independence for people aimed to allow people to live the lives they want to but also reduce or avoid increases in the level of long-term care provision and support required from the local authority.
- 1.4. Adult Social Care's transformation activity, including the 'My Life, My Future' Programme 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'.
- 1.5. Programme results have been strong, with significant operational improvements seen in all workstreams. These improvements will support more residents to have better outcomes that increase or maintain their independence – reducing or mitigating increases in commissioned care spend.
- 1.6. The programme is on track to deliver financial benefits between the low and the high cash scenarios set out at the start of the programme, this includes £10m of benefits by the end of FY24/25. We are expecting to see further benefits in future years as the full savings are realised, and the operational

improvements we have made sustain, while positively impacting the lives of thousands of the people we support in Adult Services.

- 1.7. An additional high confidence £3.7m is being put into the MTFP for FY25/26 in line with this progress. We are expecting to see further benefits in future years, which we will continue to track ongoing.
- 1.8. Alongside the benefits to Adult Social Care, we have also seen an impact for Somerset Integrated Care Board (ICB). The My Life, My Future Programme is on track to deliver operational improvements worth £1.5m to Somerset ICB by the end of FY24/25, which we expect to increase to £2.0m by end of FY25/26 as further Learning Disability-focused workstream benefits flow through. These benefits have come from the health portion of the Learning Disability pooled budget, as well as an impact on the proportion of people returning home from hospital rather than to a short-term bed.
- 1.9. We have identified key learnings from the success of the My Life, My Future Programme that should be applied to future transformation work. This includes the diagnostic methodology, which provided clarity and specificity to problem definition and identified the levers that would drive change, as well the iterative design of new ways of working alongside frontline teams.

2. Programme Approach

- 2.1. **Approach to change, from diagnostic to sustain:** We began the Programme with a **Diagnostic phase** across Winter 22/23, where we undertook an **evidence-based review** across Adult Social Care, to identify what we needed to change, and how to deliver change successfully. The core of the diagnostic phase was running case reviews, where with a multi-disciplinary group of practitioners, we reviewed real journeys of residents through our services, and asked “Did we get the most ideal outcome for this person?”. The outcome of these case reviews, alongside staff interviews, shadowing and surveys and significant data analysis gave us a deep understanding of our current services, areas of strength, and clear and data-driven definition of areas of pressure. The diagnostic generated **prioritised opportunities for change** and a clear plan aligned with our Adult Social Care Strategy to improve outcomes, staff and resident experience, and finances.
- 2.2. Each of the resultant workstreams then moved through a broadly similar approach to change, starting with a **Design phase** in Summer 2023. The design phase involved a short period of ‘desktop design’ with support from subject-matter experts within the service, alongside more in-depth data analysis to ensure we had complete clarity on the levers of change required to impact our KPIs. Our core delivery workstreams then moved into trials where, within a defined subset of a team/locality, we put the designed solutions into

practice and iterated them with our teams. These trials ensured that any changes have evidence of success behind them, with clear tracking of KPIs so we could see when new ways of working were having the desired impact, and when they were not.

2.3. Successful changes were then rolled out across remaining teams or localities during the **Implementation phase**. This phase focused on ensuring new ways of working were well adopted across teams and implementing any necessary supporting tools or training. We then transitioned to the **Sustain phase** in Autumn 2024, aiming to maintain the achieved operational performance after our dedicated programme capacity had wound down.

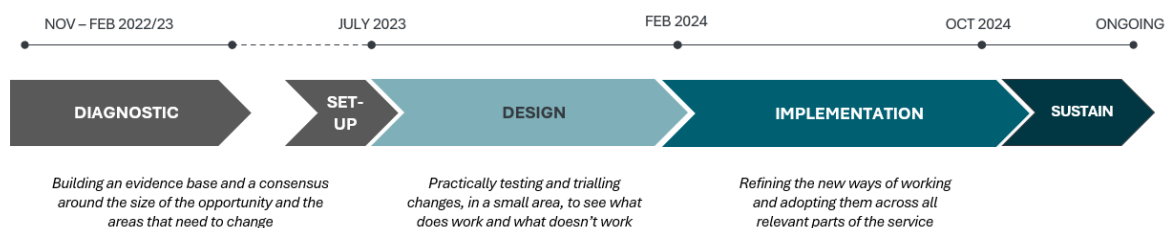


Figure 1 My Life, My Future Programme Approach

2.4. Throughout all phases, dedicated programme support from both Somerset Council and Newton worked collaboratively with practitioners, commissioners, and managers in the Adults service. This collaboration ensured that changes to ways of working were identified, designed, and understood across the Adults service.

3. Programme results

3.1. **Reablement:** This workstream aimed 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.

3.2. We are now supporting over **forty additional people per month to access the reablement service** (an increase of 30%) meaning more people can live safely in their own home. This performance sustained over the Winter period, supporting flow from our acute hospitals.

3.3. This has been achieved through a reduction in the length of stay in the service from a baseline of 23 days to an average of 17.5 days. New ways of working across our providers, Adult Social Care Practitioners, and colleagues from SFT have reduced delays and supported a timelier progression of cases through the service. This means individuals in the service reach their long-term

outcome more quickly, and we can increase the overall capacity of the service without having to grow the number of hours purchased from the market.

- 3.4. The additional capacity has also allowed a greater proportion of people discharged from acute hospitals to return home, rather than to a short-term bed. While further opportunities remain in this area, the proportion of 65+ complex discharges where the person returns home (rather than a bedded setting) has increased by 5% since the start of the programme – freeing up capacity worth ~20 beds in our community short-term bed base.
- 3.5. We have also seen the effectiveness of the service increase (i.e. how much impact the reablement support had on someone's level of independence). Setting and tracking against clear reablement goals for users of the service has led to a **17% increase in effectiveness**, allowing people to regain more of their independence and consequently reduce our long-term commissioned spend on care at home for these individuals by an additional hour per person.
- 3.6. We now have a clear view of future demand for this service across all sources, and the capacity required to support this for each area of the county. This will inform future required recommissioning activity, to ensure we have sufficient capacity to meet demand from both individuals returning home from hospital and those who have potential for greater independence who are in the community, as well as a model of care that is resilient and fit for the future.
- 3.7. **Outcomes from Decision Making:** This workstream aimed to support more ideal outcomes for adults receiving long-term care and support from our services.
- 3.8. Through a focus on decision making and exploring more creative ways to meet people's care and support needs in peer forums and enhanced peer forums, we have seen **more individuals maintaining their independence at home for as long as possible**. Alongside this, improving visibility of team activity through dashboards for managers has supported a renewed focus on productivity, seeing people who need us sooner and preventing crises.
- 3.9. Comparing the first six months of 2024 to the last six months of 2023, Care Act Assessment throughput has increased by 27%, and review throughput by 8%. This has **reduced the average wait for a Care Act Assessment by 16 days**. This performance has sustained into 2025, with a record-high week for assessments completed by the Neighbourhood teams in late January 2025.
- 3.10. Even with this increase in productivity, we have seen more independent outcomes for adults receiving support from our services. The average non-reablement **homecare package size resulting from an assessment or review has reduced compared to our baseline**. We are also supporting more people at home where possible. When adjusting for the increase in

productivity, we have seen **fifty fewer residential placement starts between January and July 2024 than we would have expected to see** given our historical rate of placement decisions.

3.11. **Data, Visibility & Control:** This workstream aimed to establish a data-driven decision-making culture through use of **clear, accurate and accessible management information** at each level of the service.

3.12. Through this workstream, we have established full tracking of the operational and financial indicators for the Programme. This tracking has been integrated into the ‘business as usual’ governance in the Adult Social Care directorate – including through the regular Financial & Performance Oversight Group.

3.13. The Programme has also worked to **upskill our teams in their confidence using data to make decisions** – providing a key element of sustainability. Dashboards can be viewed at a service, cohort, or team level to allow oversight and action across all levels of the service. Work to review, improve, and consolidate wider service dashboards has also taken place, to ensure we have clear and accurate management information which allows rigour and grip over performance beyond the core programme indicators.

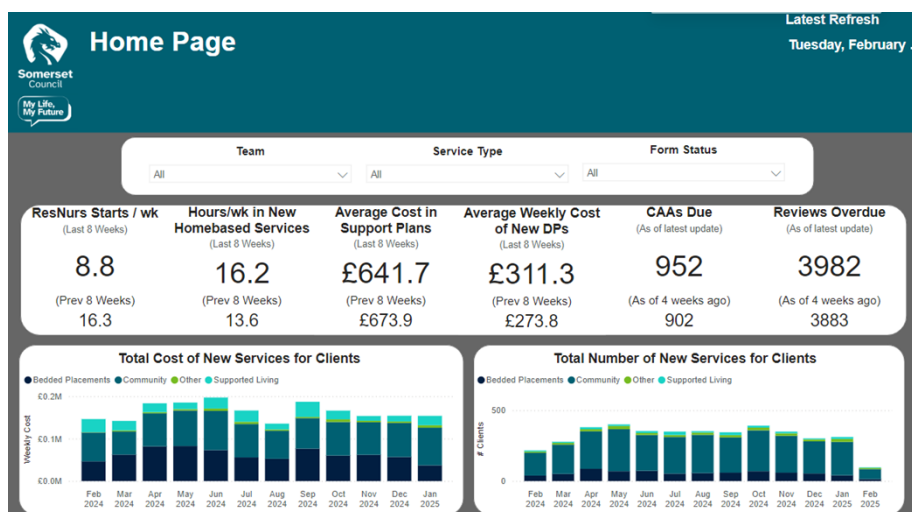


Figure 2 Screenshot from ‘Neighbourhoods Dashboard’

3.14. **Progression & Enablement:** This workstream aimed to enable individuals living with learning disabilities (LD) to live more independently. Aligned to the Outcomes from Decision Making work, we have seen a clear shift in levels of independence for those who have an assessment or review in our LD teams,

measured in a 25% reduction in average package change at assessment or review.

- 3.15. Alongside this, our work with partner organisations means that nearly thirty individuals so far are on a path to learning new skills to allow them to be more independent, with tailored, individual progression plans, shared with our teams, care providers and the person and their families.
- 3.16. **Preparing for Adulthood:** This workstream aimed to achieve more ideal outcomes for our young people transitioning to adulthood. Young people transitioning from Children's Social Care to Adults Social Care are now being assessed over two years earlier on average, meaning we have time to proactively plan with them and their families and carers to find the right support. Our current average age of Care Act Assessment completion is now under eighteen and is continuing to fall. This has been enabled by an over 100% improvement in team productivity.
- 3.17. We are also measuring how much this early planning has an impact on the level of independence for young people, by tracking the average package cost at the time of transition (i.e. when they turn 18). This has **reduced by over 50% from the baseline period.**
- 3.18. Both the work in the Progression & Enablement and Preparing for Adulthood workstreams has impacted our spend in our Learning Disability cohort but also seen benefits to Somerset ICB through the Learning Disability pooled budget.
- 3.19. **Operation & Financial Tracking:** The four core workstreams (excluding Data Visibility & Control) each had an operational and financial value attached to them. For each workstream we had a set of financial equations, consisting of fixed variables and tracked variables. We measured the tracked variables (e.g. the number of adults starting a long-term residential placement per month) and the impact on them through implementing the new ways of working, against a baseline representative of historical performance.
- 3.20. As many of the targeted changes focus on demand management, cash benefits associated with these accrue over time and it typically takes longer than one fiscal year to see the full benefit realised. At the end of the diagnostic, we generated a projected cash profile, with a low and high scenario, to set out the period over which we could expect to see the Programme savings, if the operational activity progressed 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 1 My Life My Future Target Cash Profile

3.21. The programme is on track to deliver financial benefits between the low and the high cash scenarios set out at the start of the programme, including £10m of benefits by the end of FY24/25. In achieving this, we have seen some workstreams over-deliver and others have not achieved their target benefit as quickly as expected. We have seen particularly strong performance in FY24/25 in reducing our new residential starts and in the average package of care for young people transitions to Adult Services at age 18.

3.22. We are expecting to see further benefits in future years as the full savings are realised, and the operational improvements we have made sustain, while positively impacting the lives of thousands of the people we support in Adult Services. An additional high confidence £3.7m is being put into the MTFP for FY25/26 in line with this progress. We are expecting to see further benefits in future years, which we will continue to track ongoing.

4. Ensuring these results sustain

4.1. Using our performance data: Programme metrics are reported into the monthly Finance & Performance Oversight Group, and into regular service governance forums to ensure sustainability of the improvements seen. Operational dashboards are live across the service and allow managers to see performance across their teams down to a granular and actionable level. It has been vital to build review of these metrics into regular governance forums, at multiple levels of the Adults structure, to allow us to spot the early warning signs of any unexpected deterioration in performance and take action.

4.2. Skills Transfer and Continuous Improvement Methodology: The Programme's focus on skills transfer and implementation of a continuous improvement methodology has built confidence in the Adults team in using data and evidence to drive decisions. This success has been evident in both the 'implement' and 'sustain' phases where despite a reduction in the Newton programme team's capacity, we saw examples of this methodology in action – where we observed a performance shift, identified the underlying issues, and took timely corrective actions.

4.3. For instance, during the Autumn of 2024, our fortnightly KPI review revealed an increase in community-based support hours being commissioned. Utilising Programme-built dashboards, we identified that this increase was due to more support being commissioned for existing service users across multiple localities, rather than new starts or a shift in one geography. By sharing these insights through Adults governance forums, we implemented several actions, such as focusing on double-handed packages, support, and training to staff, and reviewing short-term packages, which brought the KPI back to target levels.

4.4. **Sustainability Tools:** As the Programme progresses through the 'sustain' phase, we continue to use our Sustainability Measures reviews to identify any areas of risks or actions needed to progress. For each workstream, we have set out a clear description of each change that has been implemented in the Programme, and what this change looks like across a scale from:

- Red: Not Sustainable (i.e. will not happen without programme support)
- Bronze: Established (i.e. will happen but still requires some minimal programme support for consistency)
- Silver: Sustainable (i.e. will happen consistently without programme support)
- Gold: Exemplary (i.e. team are continuously improving without programme support)

4.5. These Sustainability Measures are regularly reviewed with workstream sponsors from the Adults Service and we are targeting at least 80% of changes reaching 'Sustainable' in our core workstreams, with any remaining areas having a clear plan to mature. Currently, across our four core workstreams, we are at a minimum of 94% 'Established' and 64% 'Sustainable'.

4.6. **Health checks:** Although the dedicated programme capacity has now ramped down, Newton will conduct health checks of the Programme throughout FY25/26. Working with the Adults Leadership team, these health checks will review the sustainability of changes made and provide ad-hoc support to areas of risk. The first health check is scheduled for March 2025 and will include a review of each workstream, its current performance against operational and financial KPIs, and progress towards 'Gold' on the Sustainability Measures. Action plans resulting from these health checks will be owned by the Adults Service, with Newton team support available as needed, such as for refresher training on key methodologies.

5. Learnings from the My Life, My Future Programme

5.1. As part of the Sustain phase, we have undertaken 'Lessons Learned' sessions across the Adults service and Somerset system, to understand the key drivers of success in the programme, as well as areas where we could have worked

differently. We are planning to run a survey for a wider staff group within Adult Social Care to understand opinions on the programme and add to any lessons learned for future Transformation work.

5.2. Programme learnings on what went well.

- **Programme change methodology:**
 - Having a clear methodology was important to give clarity and specificity to problem definition and the levers that would drive change, particularly across the diagnostic and early design phases.
 - A consistent methodology allowed us to create a shared view of a problem, its size, and root causes, before embarking on any solutions. This was crucial for alignment of teams both within the Adults service and across organisations (including with NHS partners).
 - Case reviews as a core part of the methodology (in the diagnostic and beyond) were important to build the programme with the reflections and opinions of our staff as a key driver.

- **Culture of evidence-driven decision making within the service:**
 - Streamlining & consolidating our data, while making it sufficiently granular and actionable supported our teams and managers and helped ensure alignment across the system.
 - Building this data into governance forums allows us to better work proactively and spot early warning signs of any unexpected changes in performance.

- **Support from a transformation partner working collaboratively with the service:**
 - Having a transformation partner brought additional capacity and skillsets to the organisation – but was only successful as part of a truly collaborative approach with the Adults service.
 - Additional capacity through dedicated transformation partner resource was useful to allow our teams to step back and think beyond the ‘day to day.’
 - Skillsets around improvement methodology, working with and presentation of data, analysis and modelling were particularly beneficial.
 - Transformation partner resource working across all levels of the service, including closely with frontline teams was important to ensure changes felt owned by the service and were well adopted, and to ensure good lines of communication up and down the structure during the programme.

- **Skills transfer and individual support & development:**
 - Development of individuals within the service over the course of the programme has been a key driver of confidence in sustainability.
 - Support with skills transfer has created a shift in service culture, to be better set up for future success.
- **Collaborating with our provider organisations:**
 - As well as working with health partners, work across our provider organisations was key to success in some workstreams.
 - Collaboration and supporting new ways of working with multiple reablement providers was key to unlocking capacity and increasing effectiveness of the service.
 - Working with Discovery as part of the Progression & Enablement workstream was key to identifying and supporting individuals that had the potential to live more independent lives in the future.

6.3. Programme learnings on what could have been done differently.

- **Sharing the transformation approach used in the My Life, My Future Programme more widely:**
 - As referenced above, the transformation approach and methodology used in the Programme was successful, but we did not capitalise on opportunities to share this more widely or earlier on in the Programme, across other areas of Somerset Council and across the Somerset System.
- **Scope definition around acute hospital discharge:**
 - The Programme scope included a Reablement workstream, focused on discharges from the acute to our reablement service.
 - As part of the Programme, we did not work across the other areas of Intermediate Care (e.g. short-term beds or community hospitals).
 - Working on Reablement without a clearer system strategy and plan for intermediate care limited the potential benefits to both Somerset Council and our health partners (e.g. via further reducing short-term bed base or via improvements in acute hospital length of stay).
- **Better initial understanding of underpinning technical infrastructure in Somerset Council:**
 - At the start of the design phase, we did not fully understand the technical structures underpinning our performance reporting and did not clearly set out a way of working with the relevant team.

- We missed opportunities to identify, escalate and resolve issues quicker, which slowed the development and implementation of some of our dashboard tools.

7. Next Steps

7.1. A key focus as we reach the end of the 'sustain' period is to continue to ensure operational performance sustains the delivery of changes to date. This will ensure the full financial benefits of the Programme are delivered into future years beyond FY25/26. Maintaining visibility of our KPIs and ensuring our improvement methodology remains embedded in Adults governance are key to this. Health checks, with support from Newton, throughout FY25/26 will provide focus and identify any risks or challenges going forwards.

7.2. We are also seeking opportunities to take the approach and methodology used in the My Life, My Future Programme and apply it to new areas within Adults. We have started a Mental Health Transformation programme which has identified areas where we could support our residents differently and achieve better outcomes and financial savings. Further opportunities are being scoped in commissioning of working age adults' support.

Links to Council Plan and Medium-Term Financial Plan

Adult Social Care's transformation activity, including the 'My Life, My Future' Programme 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'.

Other options considered

Not applicable – report for information only

Key considerations for the Council

Scrutiny comments / recommendations:

The Scrutiny Committee for Adults & Health has had oversight of the My Life, My Future Programme over the last 18 months, through regular progress updates. Programme updates were taken to the Scrutiny Committee for Adults & Health in October 2024, April 2024 & December 2023.

Consultation and feedback

Not applicable – report for information only.

Financial and Risk Implications

Not applicable – report for information only.

Legal and Procurement Implications

Not applicable – report for information only.

HR / Workforce Implications

Not applicable – report for information only.

Equalities Implications

Not applicable – report for information only.

Community Safety Implications

Not applicable – report for information only.

Climate Change and Sustainability Implications

Not applicable – report for information only.

Health and Safety Implications

Not applicable – report for information only.

Health and Wellbeing Implications

Not applicable – report for information only.

Background Papers

For further background detail on Programme workstreams and approach to change:

- My Life, My Future: Adult Social Care Transformation Programme Update Report – October 2024
- My Life, My Future: Adult Social Care Transformation Programme Update Report – April 2024
- My Life, My Future: Adult Social Care Transformation Programme Update Report – December 2023

Appendices

None.

Report assurance

	Officer Name	Date Completed
Governance Implications	Scott Wooldridge	17/2/25
Legal Implications	Jill Byron	N/A
Finance & Procurement	Nicola Hix	N/A
Workforce (*)	Dawn Bettridge	N/A
Asset Management (*)	Simon Lewis	N/A
Executive Director	Mel Lock	17/2/25
Executive Lead Member	Cllr Sarah Wakefield	17/2/25
Consulted:	Councillor Name	
Local Division Members		N/A
Opposition Spokesperson(s)		18/2/25
Relevant Scrutiny Chair(s)	Cllr Gill Slocombe	10/10/24