

**Telford & Wrekin Council Adult Social Care  
Care Quality Commission (CQC) Assessment Summary  
Continuous Improvement Action Plan  
July 2024 – March 2026**



Protect, care and invest  
to create a better borough

This summary action plan brings together areas highlighted within the Care Quality Commission’s Assessment of Telford & Wrekin Council’s ability to deliver it’s Part 1 Care Act Duties – rated ‘GOOD’.

**Theme 1: Working with People**

Ref	Summary Action	Success Measure	Date due	Progress updates - improvements already made
1.1	Focus on Direct Payments (DP)	<p>Increased uptake of Direct Payments, where appropriate for the person and/or carer</p> <p>(ASCOF DP indicator - number of people receiving a DP over the number of people receiving a community-based service (on the last day of the month)</p> <p>(Carers DP indicator - all carers in the year who get a DP over all Carers in the year who receive a service)</p> <p>Improved feedback from people and carers using direct payments.</p> <p>Improved feedback from staff.</p>	Annual outturn 2024/25 and 2025/26	<p>Action plan in progress and utilisation of Direct Payments increasing across people in receipt of care and carers.</p> <p>Increase in number of people with Direct Payments from year end 274 to current 290.</p> <p>Increase in number of Carers with Direct Payments from year end 15 to current 164.</p>

1.2	<p>Provide refresher training for frontline staff on:</p> <ul style="list-style-type: none"> <li>• Mental Capacity Act (MCA)</li> <li>• Deprivation of Liberty Safeguards (DoLS)</li> </ul> <p><i>(N/B also referred to within Theme 3)</i></p>	<p>Target: 100% appropriate frontline staff completed refresher training.</p> <p>Staff report improved confidence in MCA and DoLS.</p> <p>Improved feedback from partners and people in respect of MCA and DoLS.</p>	Sept 2025	<p>Training for DoLS and MCA in place for all ASC staff and is monitored through the ASC Assurance Board. Programme of refresher training to be implemented from March 2025.</p> <p>Monthly drop-in support sessions in place with MCA/DoLS Team - open to all adult social care staff to support ongoing improvement.</p> <p>The Team is also working with children's services to support the MCA/DOLS process for post 16 age group and provide any necessary training in line with recent changes to Community DoLS and Court of Protection guidance. Training plan to commence March 2025, which will include monthly drop-in sessions to align with the support offered in adult social care. This will also ensure a smooth transition of the necessary legislative framework when a young person reaches the age of 18 and moves into adult services.</p>
1.3	<p>Continue to manage and prioritise risks associated with waiting times and waiting lists for care act assessments.</p>	<p>Reduced waiting times for assessments and reviews.</p> <p>Reduced number of people waiting for assessment and reviews.</p> <p>Assessment Measure – commence Care Act Assessments within 28 days of contact</p> <p>Reviews Measure – undertake all reviews within 12months</p>	Annual outturn 2024/25 and 2025/26	<p>All contacts are triaged and prioritised according to risk. Limited waiting lists now in place. Hub appointments offered for all people as appropriate.</p> <p>27% reduction in median waiting times for assessments since submission to CQC</p> <p>98% reduction in median waiting times for reviews since submission to CQC</p> <p>56% reduction in the number of people awaiting an assessment since submission to CQC</p> <p>70% reduction in the number of people awaiting a review since submission to CQC.</p>

1.4	Review the Occupational Therapy (OT) Service, including waiting time for assessments and DFGs	<p>Specific action plan in place and associated measures of success.</p> <p>Reduced waiting times for OT assessments and DFGs.</p> <p>Measure - % of OT/sensory assessments completed in 2 weeks</p>	Annual outturn 2024/25 and 2025/26	<p>OT service review completed. People offered a booked appointment for Hybrid assessments with a view to this taking place within 2 weeks of referral.</p> <p>Further work underway to review and promote Disabled Facilities Grants and efficiency of process, building on the OT service review outcomes.</p>
1.5	Review commissioned equipment service	<p>Reduced waiting times for equipment.</p> <p>Improved feedback from people on the service received.</p> <p>Performance measures as per commissioned contract KPIs</p>	Mar 2025	<p>The service has been recommissioned, and its quality and timeliness are monitored through contract monitoring meetings.</p> <p>Current timeliness performance has improved significantly across the service since March 2024, and continues to improve. As of December 2024, 99% of urgent equipment requests were delivered within 24 hours.</p>
1.6	Continued focus on unpaid carers	<p>All-Age Carers Strategy developed and launched.</p> <p>Strategy implementation underway.</p> <p>Improved feedback from carers about services available to support them.</p> <p>Biannual Survey of Adult Carers in England (Measures include support and services satisfaction; looking after themselves; finances)</p>	Dec 2024	<p>All-Age Carers Strategy approved by Cabinet on 8 November and launched on 11 December 2024.</p> <p>Carers Partnership Board, which will drive the delivery of the strategy, launched on 21 November by CVS.</p> <p>Development of a carers specific feedback form underway which will complement the bi-annual NHS Digital Carers Survey.</p>

1.7	Further development of the care provider market <i>(N/B also referred to within Theme 2)</i>	Updated Market Position Statement in place and launched with the care provider market.	June 2025	In progress – consultation with stakeholders underway in order to draft market position statement
1.8	Continue to support and develop the Making It Real Board and associated Partnership Boards, ensuring diverse membership which reflects the local population and includes opportunities for seldom heard groups to engage.	Diversity of experts by experience is reflective of the local population and those in receipt of care and support.  Improved feedback from experts by experience on their involvement with the Making it Real Board and Partnership Boards.	Sept 2025	The MIRB is currently reviewing its governance structure and membership.
1.9	Promote further use of translation opportunities for people who do not speak English as a first language and increase promotion as appropriate.	Increased use of translation services across Adult Social Care.  Improved feedback from people receiving care and support, and/or their family/carers about use of interpreters  Measure – Annual survey – satisfaction of people using services	Mar 2025	Promotion of the services available completed through ASC Communication Sessions, including examples from staff about how using the service to support their assessments and planning with the person has made a difference their lives.  Review of utilisation underway by Principal Social Worker.  Ongoing promotion of the services available to staff through all ASC Communication Methods.
1.10	Continue to promote the Independent Living Centre (ILC) and associated services	Increased footfall at Independent Living Centre and associated services.  Improved feedback and outcomes from people using the ILC and associated services  Improved resident knowledge of services available (measured	April 2025	The ILC will be reviewed in line with its current contract. A communication plan is in place that takes on board feedback from the experts by experience and residents; this will be updated and re-launched once the review has been undertaken.  The ILC is currently well utilised by ASC.

		through Annual NHS Digital ASC Survey).		
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## Theme 2: Providing support

Ref	Summary Action	Success Measure	Date due	Status: what is the progress on the action?
2.1	Development of new Commissioning Strategy	<p>New strategy in place and implementation in progress.</p> <p>Strategy includes:</p> <ul style="list-style-type: none"> <li>improving supported accommodation provision within the borough to meet current and future demand</li> <li>choice of care provision, especially in rural areas</li> </ul>	Sept 2025	<p>In progress, including:</p> <ul style="list-style-type: none"> <li>➤ Reviewing our approach to commissioning including commissioning governance arrangements within the Council and health and care system wide.</li> <li>➤ ASC Commissioning &amp; Market Oversight group in development to drive forward commissioning activity and commissioning intentions</li> <li>➤ Working group developed to update the Councils Market Position Statement for 2025-2028.</li> </ul>
2.2	Review of respite provision	<p>Improved respite choices for carers that meets needs</p> <p>Carers report better information and advice about the respite offer.</p> <p>Delivery of the respite element of the All-Age Carers Strategy implementation plan</p>	June 2025	<ul style="list-style-type: none"> <li>➤ Work has commenced to review the current respite offer.</li> <li>➤ Carers Partnership Board established to drive forward the strategy and action plan.</li> </ul>
2.3	Review of enablement bed commissioning	Reduction in spot purchasing of beds	March 2025	In progress, including:

		<p>Increased enablement effectiveness as measured by reduction in long-term care packages.</p> <p>ASCOF Measure: Outcome of short term service to maximise independence.</p>		<ul style="list-style-type: none"> <li>➤ Commissioned enablement block beds with dedicated therapies.</li> <li>➤ Commissioned 2 extra care units utilised to deliver enablement with community support.</li> </ul> <p>Performance has improved from 66% 2022/23 to 80% as at December 2024</p>
2.4	Continue to develop the supported paid employment opportunities available for people with eligible care and support needs, including those with learning disabilities	Increase in number of people with learning disabilities in paid employment. (England average of 4.8%.)	Annual outturn 2024/25 and 2025/26	<p>In progress, including</p> <ul style="list-style-type: none"> <li>➤ Linked to the Governments Connect to Work Programme, we have jointly commissioned with Shropshire and Herefordshire an organisation to develop our delivery plan.</li> <li>➤ Deep Dive review planned by SMT</li> </ul>

### Theme 3: Ensuring safety within the system

Ref	Action	Success Measure	Date due	Status: what is the progress on the action?
3.1	Continue to further develop the transition process for people moving into adult social care from children's services with reference to improved communication, housing decisions and reducing delays.	People report improved experiences of transitions	March 2025	<p>Ongoing multi-agency working ensuring referrals into adult services from the age of 14 to enable planned transitions.</p> <p>Improved planning between ASC, housing and commissioning to develop services and future proof care delivery is in place through regular meetings.</p>

				Carers assessments are now being completed for carers children over the age of 14 to further understand the carers needs and support them through the transition process alongside the young person.
3.2	Telford and Wrekin Safeguarding Adult Board (TWSAB) to set up an Experts by Experience group to help further embed co-production in safeguarding and Making Safeguarding Personal.	<p>Expert by experience group set up.</p> <p>Feedback from experts and the TWSAB members that co-production is now embedded and makes a difference.</p> <p>TWSAB are able to evidence the difference the experts by experience group has made on their work.</p>	Feb 2025	A group has been set up and is led by an Expert by Experience. Currently establishing governance and looking to hold bi-monthly meetings sharing experiences of the safeguarding process – further enhancing our approach to Making Safeguarding Personal.
3.3	Telford and Wrekin Safeguarding Board, alongside the Principal Social Worker, to review the Safeguarding Training programme for all staff within Adult Social Care	100% essential training for adult safeguarding completed within Adult Social Care.	June 2025	Underway and scheduled to be completed this Spring.
3.4	Principal Social Worker alongside the Safeguarding Lead to review and further embed the Safeguarding Audit process within the Adult Social Care Quality Assurance Activity.  (Audits to include a focus on timeliness, communication and inclusion in the process.)	ASC Quality Assurance activity alongside performance monitoring of timeliness of communication evidence improvements in timeliness, communication and inclusion in the safeguarding process.	March 2025	In progress and on target for completion.
3.5	Principal Social Worker alongside the Safeguarding Lead to review and further embed the Safeguarding Feedback form process within the	ASC Quality Assurance activity alongside performance monitoring of timeliness of communication evidence	March 2025	In progress and on target for completion.

	Adult Social Care Quality Assurance Activity.	improvements in timeliness, communication and inclusion in the safeguarding process.		
3.6	Focus on Deprivation of Liberty Safeguards  <i>(N/B also referred to within Theme 1)</i>	Separate action plan and specific measures of success.  Reduction in waiting times for DoLS assessments.  Measure – new DoLS to be allocated within 3 months of referral Reviews to be completed within 3months of due date	April 2025	Further training for Best Interest Assessors is in place to further enhance the DoLS team.  The DoLS team structure is currently being strengthened to ensure continuation of timely assessments.  The DoLS forms have been reviewed, updated and implemented and are helping to streamline the process.
3.7	Focus on Mental Capacity Act (MCA) assessments and Court of Protection actions to address any inconsistencies in application  <i>(N/B also referred to within Theme 1)</i>	Separate action plan and specific measures of success.	April 2025	Legal Gateway meetings are in place to ensure prioritisation of Community DoLS. Quality assurance processes have been improved to ensure MCA's are completed throughout the person's journey as required.

#### Theme 4: Leadership

Ref	Action	Success Measure	Date due	Status: what is the progress on the action?
4.1	Embed recent team structural changes and continue to monitor impact on consistent practice and approaches – link to Prevention/Early Intervention approach.	Feedback from people receiving services shows increased positivity and a reduction in complaints received.  Staff feedback on the structural changes will be positive.	June 2025	1 <sup>st</sup> September 2024 the Adult Social Care Community Specialist East and West Teams changed how they operate and transitioned into two new teams: Early Intervention and Prevention Team and Ongoing Assessment and Reassessment.  This change builds on the pilot Review and Hybrid Teams which showed positive results for

		<p>Development of Place Based Prevention Strategy and associated action plan</p>	<p>individuals and their outcomes. Feedback from staff involved also highlighted the positives of this focus.</p> <p>Standalone Principal Social Worker position now permanent.</p> <p>Draft Prevention Strategy in development.</p> <p>'Making Prevention Real and Promoting Independence' Diagnostic Review into current prevention services and opportunities to prevent, delay and reduce people's need for formal social care services - Phase 1 completed.</p>
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