



Borough of Telford and Wrekin

Cabinet

Thursday 17 July 2025

Adult Social Care Market Position Statement 2025 - 2029

Cabinet Member:	Cllr Paul Watling – Cabinet Member: Adult Social Care & Health Systems Cllr Kelly Middleton – Cabinet Member: Public Health and Healthier Communities
Lead Director:	Simon Froud – Director: Adult Social Care
Service Area:	Adult Social Care
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Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT - 17 June 2025 Business Briefing - 26 June 2025 Cabinet - 17 July 2025

1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Approves the new Market Position Statement 2025 - 2029

2.0 Purpose of Report

- 2.1 Telford & Wrekin Council, in partnership with its main commissioning partner, NHS Shropshire and Telford & Wrekin Integrated Care Board (ICB) is committed to developing a diverse, vibrant and high-quality health and social care market to meet the needs and aspirations of the people of the Borough who require support now or who may do so in the future.

- 2.2 This report seeks Cabinet approval for the Telford and Wrekin Market Position Statement (Appendix 1) which sets out how we will work with the market to manage demand for adult social care.
- 2.3 This report will give an overview of areas within the Market Position Statement (“MPS”) and explain how the Council intends to work with Providers for adult services to meet needs now and in the future.
- 2.4 The MPS provides an overview of the local context of working within the health and social care system and its challenges. It details the current work the Council is progressing to with a clear focus on reducing demand, facilitating early intervention and prevention to enable people to live and age well supported by a stable and innovative Provider market.
- 2.5 If approved the MPS will be launched in September 2025 for immediate use with the market.

3.0 Background

- 3.1 The Care Act 2014 places a duty on Local Authorities to facilitate and shape our care and support market, to ensure sustainability, diversity, and to be continuously improving and innovating services. The MPS will allow the Council to demonstrate and evidence how it fulfils its duty under the Care Act.
- 3.2 The Council have statutory duties to meet the care and support for adults, and the MPS highlights the opportunities to align resources to support this.
- 3.3 Managing the market is essential to ensure demand is met now and in the future in the most cost-effective way that meets people’s outcomes. The MPS sets out a four-year plan which includes our commissioning principles and intentions to ensure we have a sustainable market.
- 3.4 The MPS has been developed and taken direction from a range of documents and key partnership arrangements including Telford & Wrekin Council’s Plan, Health and Wellbeing Strategy and Telford Vision 2032.
- 3.5 The MPS document has been informed by provider engagement, Making it Real Board and will be used to underpin ongoing dialogue with providers through a number of activities including established provider forums.
- 3.6 In 2024 Telford and Wrekin Council commissioned a service wide review of Adult Social Care focusing on modernising the service, to identify and harness opportunities for transformation and sustainable developments. The review called Making Prevention Real built upon a solid foundation of service improvement activity that is already underway in Adult Social Care to improve outcomes for people, as well as reducing cost pressures. This review has helped shape our commissioning intentions and models of care and support within the MPS.

4.0 Summary of main proposals

4.1 The MPS supersedes the document produced in 2021. It has a much wider focus than the previous MPS that now includes a Joint approach with ICS on managing the market. The document also has a stronger focus on early intervention, prevention and improving person-centred care and describes the work underway in the neighbourhoods to strengthen and re-design community services.

4.2 Since publication of our previous MPS key achievements include:

- Development of additional specialist supported accommodation for adults with learning disabilities and/or autism or those with significant needs associated with their mental ill health which facilitates more independent living
- A successful bid for Accelerating Reform Grant monies which has been used to fund several projects centred on delivering alternative methods of support with a particular emphasis on supporting informal carers, digital technology solutions and Shared Lives Scheme
- Award of funding to identify, scope and support the number of international recruits employed in Telford and Wrekin, assess the risk to both individual recruits and the wider care market should sponsorship become unstable, and identify a cohort of ethical employers who are willing to train, mentor or re-employ displaced International Recruits.
- We successfully secured funding to support care providers in implementing a digital social care records solution. As a result 94% of care providers across the Borough have now adopted this system. By transitioning care plans from paper to electronic formats, care workers and managers can access vital information more quickly, respond more effectively to individuals' needs, reduce risk to safety and spend less time on administration and reporting.
- A new placement framework for Adult Social Care and Children's services has been developed, with approximately 40 providers now signed up. The framework covers a wide range of services, including residential and nursing care homes, homecare, supported living placements, and short breaks for children and young people.

4.3 The MPS will support the market to inform business decisions and ultimately ensure quality care and support is provided.

4.4 The document sets out that the population of Telford and Wrekin continues to grow at above national rates. Demand for Adult Social Care continues to rise each year, people are living longer and there are more people living with long-term health and care needs.

- 4.5 We describe the resource pressures facing the Council in providing social care, arising from increasing demand for services especially for older adults and people with disabilities and or mental health. The length of a person's stay in a care home and increased complexity of individuals has seen increasing costs. We however set out the Council's long track record for sound financial management.
- 4.6 The MPS outlines our commitment to supporting people in Telford and Wrekin to Live and Age well.

Living Well:

- We want to make sure that everyone can live a happy and healthy life. To do this we will work with our communities and organisations involved in those communities to develop support that makes sense to them. Our approach will be to work with groups of people and organisations to develop, design and where necessary change the way services are provided. This approach will help people get support early and avoid people escalating into a crisis and/or needing further long-term support.
- Early intervention and prevention is at the core of our approach to reducing the overall need for high-cost social care services and improving overall outcomes and health inequalities. We aim to commission services that promote health, wellbeing and independence, enabling people to have choice and control. When people need more support, we want a market with the right housing and care options to enable them to continue living the life they want.

Ageing Well:

- People are living longer, and statistics show that the numbers of older people are increasing both locally and nationally, therefore demand for services is increasing. We are proactively working to ensure we have a vibrant and diverse care market ensuring that people are supported with a strengths-based approach to enable and maintain their independence, whilst also ensuring that we can provide support for those with more complex needs, particularly those living with early and advancing dementia.
- We know that our population of adults with learning disabilities is ageing, therefore we need to ensure our services are accessible to older people with learning disabilities. We are working strategically to develop partnerships with traditional older people's services to adapt and diversify to meet the needs of ageing adults with a learning disability.

4.7 Commissioning is all about the most effective and efficient way of using all available resources to improve outcomes for people. Within the MPS we have set out our commissioning principles which include:

- Outcome focused
- Involvement
- Value for money
- Evidence based
- Proportionate
- Provider diversity
- Equality, Diversity and Inclusion
- Transparency and fairness
- Innovative
- Proactive prevention

4.8 Commissioners analysis of the data drives our strategic commissioning intentions, the MPS sets out our joint commissioning intentions which include the following key themes:

- Promoting independence by reviewing how people access Adult Social Care services
- Review and expand day opportunities and respite offer
- Addressing identified gaps in service provision
- Continue to support principle of a strength-based approach that promotes health, wellbeing and independence
- 'Home First approach' to reducing our use of long term and enablement bed- based care and further development of our specialist supported accommodation offer
- Expanding the use of technology, digital solutions and artificial intelligence

4.9 The MPS will be published, reviewed, and updated regularly and we intend to publish an annual Market Sustainability Plan outlining market change and improvements. An action plan will be developed to support the implementation of the key commissioning intentions and will report to the Adult Social Care Commissioning and Market Oversight group.

5.0 Alternative Options

5.1 There are no alternative options.

6.0 Key Risks

6.1 The Care Act 2014 places a duty on Local Authorities to facilitate and shape our care and support market, to ensure sustainability, diversity, and to be continuously improving and innovating services.

- 6.2 Quality and supply is monitored regularly to ensure a quality and sustainable market is accessible across the Borough.
- 6.3 Regarding risks to health and wellbeing of residents, the highest risk relates to doing nothing which is likely to lead to an adverse impact on the long-term health and well-being of residents and an increased dependency on adult social care services and/or a lack of suitable care provision within the Borough to meet the needs of residents.
- 6.4 The ICB is undergoing significant changes and reshaping its joint working arrangements. We continue to work closely with the ICB to manage the market and address any associated risks.
- 6.5 Due to increasing demand and complex needs, there is significant and growing resource risk that must be considered over the lifetime of this MPS.

7.0 Council Priorities

- 7.1 The MPS report and subsequent action plan aligns with the Council's priorities, particularly when considering 'Every child, young person and adult lives well in their community' and 'all neighbourhoods are a great place to live'.

8.0 Financial Implications

- 8.1 There are no direct financial implications arising from adopting the Market Position Statement. Financial modelling is used to forecast the financial pressures arising from the increasing demand for adult social care and rising market prices, and considers strategic changes within the market required to deliver future care requirements.
- 8.2 The results of the above models are then used to inform the Council's Medium Term Financial plan which considers the priorities and strategic direction of the Council and the grant and tax resources available in order to deliver a robust budget.
- 8.3 Therefore, the financial implications of changes in the future provision of care set out in the MPS will be considered as part of the Council's 3 year budget strategy.

9.0 Legal and HR Implications

- 9.1 S.5 of The Care Act 2014 imposes a duty on Local Authorities to promote diversity and quality in provision of services and specifies in subsection (2) matters that must be regarded. The accompanying statutory guidance at Chapter 4 details the role of the Local Authority in market shaping and commissioning adult care and support, including integrated services and joint commissioning. This is also with reference the Statutory Guidance on JSNA and Joint Health and Wellbeing Strategies and any strategy should adhere to general standards, relevant laws and guidance - including the Committee of Standards in Public Life principles of accountability.

9.2 Further, in developing its services to meet local need, the Council must always be minded of its obligations under The Equality Act 2010m including s.149 and having due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic and those who do not share it.

9.3 As regards contracts awarded by the Local Authority it must comply with the Procurement Act 2023 and the Council's Constitution, specifically the Contract Procedure Rules.

10.0 Ward Implications

10.1 The MPS will have a Borough-wide impact for all adults living within Telford and Wrekin with care and support needs.

11.0 Health, Social and Economic Implications

11.1 There are no negative health, social or economic implications arising from the MPS.

12.0 Equality and Diversity Implications

12.1 A strengthened care market is deemed likely to assist with reducing health inequalities.

13.0 Climate Change and Environmental Implications

13.1 This report has no direct climate changes or environmental impact.

14.0 Background Papers

None.

15.0 Appendices

1 Telford and Wrekin ASC Market Position Statement 2025 - 2029

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	09/06/2025	09/06/2025	SF
Finance	13/06/2025	13/06/2025	RP
Legal	13/06/2025	13/06/2025	ON