

# Telford & Wrekin Council Adult Social Care Care Quality Commission (CQC) Assessment Summary Continuous Improvement Action Plan November 2024 – March 2026 (updated October 2025)



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	Date due	Progress updates - improvements already made
1.1	Focus on Direct Payments (DP)	Annual outturn 2024/25 and 2025/26	<p>Improvement Action plan in progress and utilisation of Direct Payments increasing across people in receipt of care and carers.</p> <p>Feedback from people and carers receiving a service has included:</p> <p><i>"Thank you for your help, last week was so uplifting, I feel now X is able to go out we are getting him back as we lost him for a little while, I can't quite believe how nice last week was and to have his PA has been brilliant and taken some pressure off me"</i></p> <p><i>"I am extremely grateful to you for your prompt and helpful emails. Dare I say that TWC should clone you so all staff are as amazing as you."</i></p> <p>Feedback from staff:</p> <p><i>"A massive thank you to A for supporting me with setting a direct payment as a complete beginner. A has taken the time to explain processes and in a way that I can make sense of things. A has made me feel very comfortable to approach her as she is very polite and with her support, I have developed my knowledge with direct payment set ups, how certain things are paid and who to such insurance, payroll, PA holiday entitlement, tax and national insurance."</i></p>
1.2	Provide refresher training for frontline staff on: <ul style="list-style-type: none"> <li>Mental Capacity Act (MCA)</li> </ul>	Sept 2025	<p>Training for DoLS and MCA is in place for all ASC staff and monitored through the ASC Assurance Board. This has been further expanded to developing joint MCA training across adults and children's services along with workshops for newly qualified Social Workers. 6 members of staff have also completed their Best Interest Assessor Training (BIA) in 2025. This is intensive training, that equips experienced social care professionals with the necessary skills to carry out BIA assessments under the Mental Capacity Act.</p>

	<ul style="list-style-type: none"> <li>Deprivation of Liberty Safeguards (DoLS)</li> </ul> <p>(N/B also referred to within Theme 3)</p>		<p>All MCA resources have been reviewed and updated.</p> <p>The team continues to raise awareness and support ongoing development of MCA / DoLS through well attended monthly drop-in support sessions, attendance at Peer Reviews and regular communications.</p>
1.3	Continue to manage and prioritise risks associated with waiting times and waiting lists for care act assessments.	Annual outturn 2024/25 and 2025/26	<p>All contacts continue to be triaged and prioritised according to risk. Limited waiting lists in place. Appointments in the community (hubs) are offered for all people as appropriate and additional hub locations are in place to provide additional capacity to meet demand.</p> <p>Waiting times for assessments and reviews continue to improve despite the increased demand for long-term care this year compared to 2024/25.</p> <p>Feedback from people:  <i>"I contacted family connect as ... it was easy they called back and every part of care needs fall in place."</i></p>
1.4	Review the Occupational Therapy (OT) Service, including waiting time for assessments and Disabled Facilities Grants (DFGs)	Annual outturn 2024/25 and 2025/26	<p>The OT service review and associated action plan has been completed.</p> <p>People continue to be offered a booked appointment for hybrid assessments (Occupational Therapy Assessment / Care Act Assessment / Carers Assessment) with a view to this taking place within 2 weeks of referral at a time, in a location that meets the person's needs.</p> <p>The DFG process has been reviewed and changes made to improve efficiency. Further work is underway with experts by experience to ensure the information about Disabled Facilities Grants is accessible (including development of a leaflet).</p> <p>Feedback from people:  <i>"I just wanted to write to thank you and team involved for everything that has been done to help me, and so promptly since our appointment with you to discuss my mobility and general aging problems. To be able to look at and try out bathroom aids was so interesting and helpful, and I did not want to lose the access to a bath... R from Telford &amp; Wrekin Council came out early this week to fix me some grab rails. He was very kind and patient, and anxious that I should take my time and have them positioned in exactly the most helpful spot and height for me. He also proposed a rail instead of a grab thing to get outside from the conservatory to the patio. This is wonderful and is going to be a great asset."</i></p>

			<p><i>I am feeling very pleased and grateful with what has been done to assist in my everyday living and make life easier for us both. X has taken your kind advice and registered himself as a carer. Your detailed questions helped us to become more aware of how much he actually does to help me! So thank you very much.</i></p> <p><i>We have much appreciated everything that has been put in place to help us in the home. Finally, the information on telecare and list of clubs and activities sent in the post are going to be very useful."</i></p> <p><i>"Thank you so much K for your support and invaluable advice. Both you and your colleague were fantastic yesterday. We thank you for sharing your knowledge of the range of devices. We are particularly enormously grateful for helping our mum feel so comfortable during her assessment and for giving my sister and I 'hope' that communication may become a little easier."</i></p>
1.5	Review commissioned equipment service	Mar 2025	<p>The partnership between Telford &amp; Wrekin Council, Shropshire Council and Shropshire, Telford and Wrekin Integrated Care Board remains in place and continues to robustly manage the contract and oversight of the Integrated Community Equipment Loan Service (ICELS) delivered by Medequip. 99% of urgent equipment requests are delivered within 24 hours.</p> <p>Feedback from people:</p> <p><i>"The aids decided on were delivered without delay by Medequip after being sanctioned, ie the bath cushion, bath step, perching stool, and toilet rail. The instructions for use were delivered to us at the door a few days afterwards by a Medequip driver. One hour after the arrival of above equipment, M from OTRehab/ Community Enablement arrived to assess the type of walker required. She very kindly adjusted the height of perching stool, and toilet rail, and put the latter in situ. She returned one week later to deliver and demonstrate the walker to me, as she wanted me to have it as soon as possible. She thinks it will be helpful to use, when I am going out into town, and it certainly is."</i></p>
1.6	Continued focus on unpaid carers	Dec 2024	<p>The all All-Age Carers' Strategy continues to be implemented and overseen by the Carers' Partnership Board. Of particular note</p> <ul style="list-style-type: none"> <li>• Refreshed the Carers' offer including enhanced wellbeing for carers i.e. linking into Healthy Lifestyle teams to refer carers to support with their wellbeing. Social Workers and Adult Practitioners now refer carers into the Healthy Lifestyles service to support residents to make a change to their mental, physical and emotional wellbeing in a free</li> </ul>

			<p>and confidential service. Supporting individuals to improve the way they want to live their lives in personalised one to one sessions.</p> <ul style="list-style-type: none"> <li>• The All Age Carers' Centre now has an active weekly Hospital Presence - A referral pathway for carers has also been developed</li> <li>• Consultation with the Carers' Partnership Board to review the Carers' Wellbeing Guide. All carers agreed there was sufficient information included in the guide to support carers. A review of the web pages is also underway.</li> <li>• E-Newsletter has been developed for carers by the Carers' Centre to support carers to feel less isolated and more connected</li> <li>• Carers' Card UK is currently in the process of commissioning a comprehensive benefits offer for unpaid carers in Telford and Wrekin. The aim is to support carers in their roles by improving access to financial benefits, wellbeing resources, and emergency support, while ensuring the solution is cost-effective, inclusive, and locally relevant.</li> </ul> <p>The Biannual NHS Digital Carers' Survey is currently being undertaken (closes 30 November 2025) with initial results available in April 2026. Borough wide communications alongside targeted communications continue to take place to increase take up.</p> <p>Feedback from carers received:</p> <p><i>"The team were there for my family and me every step of the way for my mother's care."</i></p> <p><i>"D made me aware of the importance of my role as a carer and of many helpful facts and sources/resources available, of which I have to say completely flabbergasted me. This lady also followed up with a phone call, to tell me of her success with help she has sorted for me... On a scale of 1-10?? 10* All the Way."</i></p> <p><i>"They were very complimentary about the support you have offered them during a recent carer assessment. They said that they felt much happier with life at home and that like a "weight had been taken off their shoulders", and they are very grateful for the support you have offered."</i></p> <p><i>"My experience with Adult Social Care has been excellent. The response and care has been 1st class and I feel very fortunate to have so much support. I work in Health &amp; Social care and this experience has prompted me to encourage others to access their local carers support. We would like to say thank you to everyone who has helped us over the last 3-4 months."</i></p>
--	--	--	---

1.7	Further development of the care provider market  <i>(N/B also referred to within Theme 2)</i>	June 2025	A Joint Market Position Statement 2025-2029 for Adult Social Care in Telford and Wrekin is in place and continues to be implemented: <a href="https://www.telford.gov.uk/media/5pip1gey/telford-and-wrekin-adult-social-care-market-position-statement-2025-2029.pdf">https://www.telford.gov.uk/media/5pip1gey/telford-and-wrekin-adult-social-care-market-position-statement-2025-2029.pdf</a>
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.	Sept 2025	<p>The Making It Real Board's (MIRB) structure has been reviewed and changes implemented during Summer 2025. New experts by experience have been recruited across the range of diverse groups. A new group for people with physical and sensory disabilities has been launched which is reflective of the needs of the local population.</p> <p>Work continues across all groups and ASC activity to further engage people from seldom heard groups and enable them to have the opportunity to shape ASC services.</p> <p>Feedback from experts included:  <i>"I really appreciate how open you've been to feedback, and it's great to hear you're already reshaping the flyer with crisis-first framing and broader veteran support"</i>  <i>"I'm grateful to have the opportunity to work with you and help"</i></p> <p>More details on "Getting Involved in Adult Social Care" are available here: <a href="https://www.telford.gov.uk/adult-social-care/get-involved-in-adult-social-care/">https://www.telford.gov.uk/adult-social-care/get-involved-in-adult-social-care/</a></p>
1.9	Promote further use of translation opportunities for people who do not speak English as a first language and increase promotion as appropriate.	Mar 2025	<p>Promotion of the services available completed through ASC Communication Sessions and staff forum, including examples from staff about how using the service to support their assessments and planning with the person has made a difference their lives and how to access/refer to the service.</p> <p>Adult Social Care continues to see increased use of translation services. In addition, there is ongoing development of digital tools, regular communications to staff and positive feedback from individuals about improved access and support.</p> <p>Feedback from people:  <i>"Thank you so much for all of your help yesterday and for the information outlined below. It was a very productive and positive meeting and gave X reassurance that there is help and support available. She had a good meeting with Y at the Deaf Support group yesterday and was able to reconnect with a few other members that she knew!. Thanks again for all your help, advice and patience!"</i></p>

			<p><i>"I recently completed a visit to a gentleman who does not speak English. I was supported in the visit by an Interpreter who really helped throughout the discussion and it gave the gentleman the opportunity to give his views, wishes and feelings. The gentleman has a diagnosis of dementia and experienced difficulties with regards to capacity, understanding some questions and giving appropriate responses; the interpreter was really patient with him and had a lovely approach and manner. It was a really positive experience for all involved."</i></p>
1.10	Continue to promote the Independent Living Centre (ILC) and associated services	April 2025	<p>The ILC remains extremely well utilised by ASC. The ILC's approach, in particular for being a venue for booked assessment appointments, has been incredibly successful. Due to this a second assessment location has been launched (Nov 2025) which will enable more people to be seen and assessed.</p> <p>The ILC communications campaign has been refreshed taking into account the feedback from experts by experience and CQC, alongside new videos and testimonials. This approach has been well received by residents especially through social media with comments including <i>"I have spoken to Jason (one of the experts by experience in the videos) many times, a very nice young gentleman"</i> and <i>"I might pop in because I keep falling over all the time"</i>.</p> <p>Feedback from people attending the ILC remains positive with some examples including:</p> <p><i>"Mr B called into the ILC today for Loan Store contact details, while he was here, he wished to share how pleased he and his wife have been with the service they have had from the ILC. He particularly wished to compliment Karen as 'she was professional and knew everything'."</i></p> <p><i>"We would like to say thank you for all your help and suggestions the other day and how useful the Telford and Wrekin Virtual House was. The House enabled us to have some ideas on what might be helpful to both of us, so that when we met you we understood the items you suggested and were able to show us. The House clearly explained how the items shown might make life easier as we grow older!! Moving around the Virtual House was extremely easy, even for someone not at home with computer technology. Since our meeting we have purchased a number of these items which are either in use or ready for when we need them."</i></p>

## Theme 2: Providing support

Ref	Summary Action	Date due	Status: what is the progress on the action?
2.1	Development of new Commissioning Strategy	Sept 2025	<p>The Joint Market Position Statement and Specialist Commissioning Strategies are in place. In addition, strategic working groups have been established to identify and plan for specialist housing and transport needs, aligned with specific commissioning strategies and change in practice. Monthly ASC Commissioning &amp; Market Oversight group in place to drive forward commissioning activity and intentions.</p> <p>There are continued links with Integrated Care Board to review our approach to commissioning across the wider health and care system</p>
2.2	Review of respite provision	June 2025	<p>In addition to the reviews and subsequent improvements made through the implementation of the Learning Disability, Autism, Carers' and Ageing Well Strategies a co-production workshop was held in the Summer 2025 with Providers, Social Care, Lived Experience Members and Parent/Carers helping to shape the future of respite including planned/overnight care. Following these further changes are being implemented:</p> <ul style="list-style-type: none"> <li>• Pilot commenced offering supported living for respites, supporting people with complex / challenging behaviour</li> <li>• Learning Disabilities and Autism Care Navigators are in post and are helping to support individuals arrange funding through Direct Payments and access to day opportunities.</li> <li>• A new procurement care provider framework is being established, which will have an additional lot for the delivery of day opportunities. This will further improve the respite offer and governance oversight.</li> <li>• Dedicated staff, integrated across the Borough within Family Hubs, ILC and Live Well Hubs, continue to offer information, advice and guidance on respite opportunities and signposting to local services.</li> </ul> <p>Feedback from carers:</p> <p><i>"We don't have the words to say how much the 8 nights over the year, how they have been of such benefit to us all and X. These are our last 3 nights away, even good weather, walks, the quietness, and tranquillity, being able to be ourselves with taking the items with us, so that all of us can enjoy the time. Just want to say, thank you so very much from both ourselves, and X, we are very thankful to have enjoyed and most importantly the respite that really has been needed. It has helped so much in our home life as well, with A, B, and C to have their own time, to do what they have wanted and the respite that they have been able to have themselves. Just a few photos from our time</i></p>

			<i>away, really thank you so, so much, it really does and has made so much difference in us being able to manage our needs, and positivity, journaling and reflection really does show, how much a difference it really has made to us all."</i>
2.3	Review of enablement bed commissioning	March 2025	<p>Recommissioning of community enablement offer has now concluded and the new offer has commenced.</p> <p>This continues to be an area of focus for ASC due to the number of people needing enablement from hospital. Focus remains on supporting people into home care enablement rather than bed based as this improves people's outcomes and has the potential to delay or reduce the need for long term care provisions.</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	Annual outturn 2024/25 and 2025/26	<p>The proportion of people with LD in paid employment has remained low, however the Government's Connect to Work programme has now in Telford and Wrekin through a jointly commissioned service with Shropshire and Herefordshire. One of the areas currently being explored is further improving the opportunity of people with learning disabilities, and other disabilities, to access this offer and be supported into employment.</p> <p>In addition, to the Connect to Work programme, we are also keen to look at how we could encourage organisations and employers across T&amp;W to offer more opportunities.</p>

### Theme 3: Ensuring safety within the system

Ref	Action	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.	March 2025	<p>It remains standard procedure for multi-agency referrals into adult services from the age of 14 to enable planned transitions. Improved planning continues between ASC, housing and commissioning to develop services and future proof care delivery through regular meetings. This is also linked to the Market Position Statement implementation.</p> <p>Carers' assessments continue to be completed for carers of children over the age of 14 to further understand the carer's needs and support them through the transition process alongside the young person.</p> <p>Feedback from partners:</p>



			<i>"I just wanted to send a quick email to thank you all for all your support last night (to deliver a transition event for Education and Skills Service). I really do appreciate it and without this these events for would not be able to take place."</i>
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.	Feb 2025	<p>A TWSAB Lived Experience, Communication and Engagement Sub-Group has been set up and is led by an Expert by Experience with the aim of further enhancing the approach to Making Safeguarding Personal.</p> <p>The experts by experience have co-produced the SAB Living Strategic Plan and continue to shape its implementation. The experts by experience are currently re-designing the SAB's website and leaflets to ensure it meets the needs of residents.</p>
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	June 2025	The Safeguarding Training programme for all staff has been reviewed, alongside the essential learning e-learning course which is part of the Council's Essential Learning Programme.
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.	March 2025	<p>A specific case file audit tool and process is in place for safeguarding.</p> <p>All audits have been rated as good with auditors noting the following examples of good practice:</p> <p><i>"The person was at the centre of the enquiry"</i></p> <p><i>"The person and advocate were included in the Enquiry and their views and wishes are central to it"</i></p> <p><i>"The Enquiry addressed the concern and risks; outcome and actions were clear to manage any ongoing risk and the individual has been included in the Enquiry with views and wishes expressed."</i></p>
3.5	Principal Social Worker alongside the Safeguarding Lead to review and further	March 2025	A specific feedback form for people and carers who have experienced the Safeguarding Process is in place.

	embed the Safeguarding Feedback form process within the Adult Social Care Quality Assurance Activity.		<p>Overall satisfaction score from feedback forms as at end of October 2025 is 100% rated as Outstanding.</p> <p>Feedback from people and families:  <i>"Since P has been involved, we have had safeguarding issues and meetings, X's dementia progressing and portraying violent and aggressive behaviours, moves from residential to nursing to EMI, funding and finance issues. P has explained and talked us through every single step of the way, always supporting not only X but the family. P is a true professional and always sticks to her word if she says she will do something she does, if she says she will call she does, her communication is second to none."</i></p> <p>Feedback from partners:  <i>"I would like to take this opportunity to thank you for the robust investigation that you have undertaken, the detailed Sec 42 report with pictures of the injury and the person-centred approach taken, by working with Mr X's mother/advocate to ensure he was centre to your investigation. From my experience this is a good example of a proportionate, person centred and well documented Sec 42 enquiry and I would like this to be noted and if you are happy, to be shared with you line management as a good piece of work."</i></p>
3.6	<p>Focus on Deprivation of Liberty Safeguards (DoLS)</p> <p><i>(N/B also referred to within Theme1)</i></p>	April 2025	<p>Demand for DoLS assessments continues to increase. The DoLS action plan has been completed and the refreshed DoLS team structure is now in place with a dedicated DoLS Lead and 3 full time Best Interest Assessors. There are also 12 social workers who are qualified Best Interest Assessors who support the DoLS service completing assessment as part of the DoLS rota. There is a rolling program to support Social Workers to undertake the BIA qualification each year with 2 placements secured.</p> <p>The DoLS forms have been reviewed, updated and implemented and are helping to streamline the process. A strategic oversight meeting is now in place to look specifically at children preparing for adulthood and their DoLS needs at the earliest stage.</p> <p>Waiting times for new DoLS and review DoLS have reduced significantly</p> <p>Feedback from partners and people:  <i>"The manager at xxx on Tuesday, provided positive feedback about the improvement in the time delays between when they send the DoLS referrals and the assessments being done."</i></p>

3.7	Focus on Mental Capacity Act (MCA) assessments and Court of Protection actions to address any inconsistencies in application  (N/B also referred to within Theme1)	April 2025	MCA action plan completed. Legal Gateway meetings remain in place and ensure prioritisation of Community DoLS. Quality assurance processes have been reviewed to ensure MCA's are completed throughout the person's journey as required.  Mental Capacity monthly staff forums continue and are well attended. Topics covered in sessions included consent and when to complete an MCA assessment, Benefits and Burdens – balance sheet approach, How to identify a DOLS and how to respond and learning from Safeguarding Adult Reviews in relation to MCA.
-----	--	------------	--

#### Theme 4: Leadership

Ref	Action	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.	June 2025	<p>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 structure change has continued to see positive outcomes for people and feedback from people and their carers continues to be positive with compliments for both new teams continuing to rise.</p> <p>Standalone Principal Social Worker and Principal Occupational Therapist positions now permanent.</p> <p>Feedback from people and carers:</p> <p><i>"I'm left feeling positive about my future and can finally access the world outside again."</i></p> <p><i>"I received assistance as soon as I requested it... only had to wait a few days."</i></p> <p><i>"S completely understood how important it was for me to maintain my independence."</i></p> <p><i>"T was allocated and everything changed... helped my Mom settle into her forever home."</i></p> <p><i>"Thank you for your help, last week was so uplifting, I feel now D is able to go out we are getting him back as we lost him for a little while, I can't quite believe how nice last week was and to have his PA has been brilliant and taken some pressure off me."</i></p> <p>Feedback from staff:</p> <p><i>"Workloads are a lot more manageable and lends time to longer pieces of work which we are now having to do more often, able to have more of a person-centred approach, build those relationships. Duty overall is a lot more manageable. This is the best the teams have worked since I have been at T&amp;WC"</i></p>

			<p><i>"I don't feel as stressed as I did"</i>  <i>"It's made it simpler from Family Connect and ensuring people are directed to the right team quickly".</i></p> <p>Within the last 9 months, prevention has become a key focus nationally through the NHS's 10 Year Plan and its remodelling of the Integrated Care Board's roles and responsibilities. Whilst prevention is a key Adult Social Care responsibility, it is acknowledged that it spans all organisations working within Telford and Wrekin. With that in mind, developing a place-based Prevention Strategy was put on hold whilst the NHS remodelling was completed. This is due for completion by end of 25/26 and the aim is that this piece of work is re-instigated at that point bringing together all of the elements simultaneously for the benefit of our residents. Whilst the strategic piece is on hold, in Adult Social Care specific work continues to prevent, delay and reduce people's needs for formal social care and support services. The Making Prevention Real Programme is in Phase 2 (design) with outcomes anticipated before the end of the 25/26. Other areas of focus have included elements mentioned above such as the second Assessment Unit at Stirchley House and the focus on information and advice delivered in the community closer to people.</p> <p>Feedback:</p> <p><i>"All the patients give really positive feedback, they love the variety of equipment that you bring, they all find it very helpful as majority of our patients don't realise the small changes they can make to make their life easier."</i></p> <p><i>"Everyone was very impressed by the products demonstrated and I'm sure many will come visit the shop in the Town Centre (ILC)."</i></p> <p><i>"Thank you so much for your support today. I could definitely feel the sense of relief that I was being listened to and by someone who had experienced carer issues. It was an overwhelming realisation of what I have been coping with, with no understanding of the impact it is having on my own health. I know it has only been about 3 years since X has needed more intensive support from me, which has increased in the last few months, but I now feel that whatever lies ahead for us in terms of his health, there is help to support me to continue to care for him in our own home. Thanks again, the information you have sent looks it will be very useful."</i></p>
--	--	--	---