

APPENDIX 11

Adult Social Care (ASC) **Continuous Improvement Plan**

1. Current Challenges

- Demand for Adult Social Care (ASC) is continuing to rise due to people living longer with long-term conditions and complex needs, particularly dementia, and increasing numbers of young adults in transition to ASC with complex needs.
- Care market costs are also increasing with workforce costs being a particular challenge highlighted by care providers following the increase in national insurance contributions and minimum wage in April 2025.
- One of the biggest challenges for the borough remains health inequalities. Health outcomes are poorest in the most deprived communities of the borough with key challenges including a lower life expectancy, higher rates of long-term illness and disabilities, high obesity rates and higher rates of admissions to hospital for a variety of conditions.

2. Population Key Facts

- The estimated the population of Telford & Wrekin in 2024 was 195,952, increasing by 3,535 in twelve months (2023 to 2024). The growth of the population between 2023 and 2024 (1.8%) continues to be at a greater rate than England (1.2%)
- The borough saw one of the largest increases in population aged 65 plus in England in the decade to 2024, with an increase of 27.6% (England 15.5%) – the highest increase of all West Midlands upper tier local authorities and the fourth highest of all 151 upper tier authorities in England (source: *ONS mid-year population estimates 2024*).
- There are estimated 18,000 people providing unpaid care to a partner, family member or other person. This equates to 1 in 10 people (10.5%), greater than England rate (8.9%) and the 10th highest rate of all upper tier local authorities in England (source Census 2021)
- 1 in 5 or 20.5% of the population are disabled compared to England 17.7%
- For more information about the population of Telford and Wrekin, visit www.telford.gov.uk/factsandfigures

3. Our Approach

Telford and Wrekin Adult Social Care's approach is based on a preventative, person-centred, community-asset based approach that empowers people to live independently and ensures best value in the use of resources. Given the challenges currently faced across health and social care nationally as well as locally, it is critical that we continue to follow this preventative approach.

Key elements of our approach include:

- Further developing and improving information, advice and guidance, enabling people to help and support themselves to maintain their independence, for example the Live Well Telford community directory ([Home | Live Well Telford](#)) which signposts people to a wide range of services, activities and organisations in the community, and the Carers Wellbeing Guide ([Telford & Wrekin Council | Carers Wellbeing guide](#)).
- Working with partners, providing a range of preventative and early help services to prevent, reduce and delay people needing care, for example the Independent Living Centre ([Independent Living Centre | Telford CVS](#)), Calm Cafes ([Calm Cafe - Telford Mind](#)) and the Carers Centre [Home | Telford All Age Carers Centre](#)).
- Working with NHS partners, focusing on people being discharged from hospital when they are medically fit to leave, and benefit from effective enablement services to minimise their need for long-term care.
- Where people have care and support needs, whether short or longer-term, prioritising a home first approach, supported where appropriate by community services, equipment and assistive technology. An example of assistive technology used is 'Ethel', an innovative touchscreen tablet that allows families and carers to stay in touch with the person via use of an 'always on', large touchscreen tablet. It allows a person with care and support needs to contact a pre-set list of contacts like family members, a carer or health professional simply by tapping the screen - promoting independence for the person.
- Ensuring that people's long-term's care needs are regularly reviewed.
- Increasing the availability of specialist and supported accommodation, such as extra care housing - enabling more people to live in the community with their own front door.
- Working from the age of 14 with young people in transition to adult services, giving time for ASC to work with the young person, and people important to them, to build a relationship and to best support young people as they approach adulthood. This includes working with Housing and other services in the community to identify options to maximise young people's independence.
- Commissioning services in line with our Market Position Statement ([Telford & Wrekin Council | Market position statement](#)) to reflect our community's needs and to secure best value.

Our approach is underpinned by our work with 'experts by experience', who are uniquely placed to ensure that ASC remains in touch with the day-to-day realities for people who we work with and their families and carers, and to ensure that local people are placed at the heart of decisions around the future of adult social care in the borough. This includes our Making It Real Board made up of people who use adult services, their carers or people who are interested in the development of ASC in Telford and Wrekin. The board works in co-production with council leaders, making recommendations on how different service areas can improve and develop, with the aim of seeing services progress towards more person-centred, community-based support.

4. Our Financial Model

We develop a financial model every year to estimate the potential expenditure and income associated with the delivery of care based on anticipated demand and estimated provider rates. A three-year planning horizon is used to determine the budget requirement in the medium-term. Population changes are just one of many factors used to develop the model, others include complexity of care, Government and Council strategy, and the impact of partner organisations on social care activity and funding. The volatile and complex demand-led nature of the service makes it challenging to estimate the potential budgetary impact. However, once the budget is set, detailed financial monitoring is carried out throughout the year and provides good quality financial information for the service to track the impact of the work set out in Section 3, and to update and provide assurance to the Council's Senior Management Team and Cabinet.