



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Adult Social Care

Strategic Plan

2026-2027

Introduction

In Telford & Wrekin, Adult Social Care is both a priority and a strength. It matters because it helps residents who need care and support, tackles inequality, creates opportunity, and plays an important role in the local economy as a major employer of over 6,900 people across the local care sector.

Adult Social Care has achieved a great deal over the last two years, and we are proud of that progress. At the same time, we know there is more to do, and this plan reflects our ambition to keep improving in response to the changing needs of our residents, communities, and partners.

We believe everyone should have the chance to live a good life. Our aim is for people in Telford & Wrekin to live and age well, stay connected to their communities, and lead full, active, and independent lives.

This strategic plan explains our vision for Adult Social Care in Telford & Wrekin, the co-produced charter that guides how we work, and the priorities we will focus on over the next year.

We want to thank Team Telford, our care provider workforce, voluntary, community and social enterprise organisations, and statutory partners for everything they do to support people across the borough. We also want to particularly recognise unpaid carers, whose commitment makes a vital difference every day, and who we are proud to work alongside.

This shared commitment and co-operative way of working is one of our greatest strengths, and it will continue to be key to improving outcomes for people in Telford & Wrekin.



Clare Hall-Salter
Interim Director:
Adult Social
Care



Councillor Paul
Watling - Cabinet
Member for
Adult Care &
Independent
Living

Our Vision, Priorities, and Values

This is not a standalone plan, it directly links to the Council’s ambitions and aspirations for Telford & Wrekin, set out in the Council Plan (2024/25-2026/27) and vision to “**protect, care and invest to create a better borough**”. The Council Plan identifies five priorities to deliver on this vision, which reflect the outcomes we want to achieve (Figure 1).

As a Co-operative Council, how we do things is as important as what we do, and so we have adopted four co-operative values (Figure 1) which provide a framework for our relationship with residents.

Figure 1 – Council vision, priorities, and values



The Council Plan contributes to the delivery of the borough-wide partnership Vision 2032, which aims to “**build a more inclusive borough**” with four key ambitions:

- All neighbourhoods are connected, safe and clean.
- Everyone is able to live a healthy independent life.
- Everyone benefits from a good education and can fulfil their potential in a thriving economy.
- The environment is protected for the benefit of everyone.

The contribution that Adult Social Care makes to the Council’s priorities, co-operative values, and the wider borough vision, has informed the Adult Social Care vision:

“ **Working together with people, key partners and communities to enable people to live well and independently in Telford & Wrekin.** ”

This plan highlights examples of what has been achieved over the last two years, the core principles that guide our approach, and our future priorities to make further progress towards delivering Adult Social Care’s vision.

10 ways we've made a difference

Our highlights (2024/25-2025/26)

- **Adult Social Care services rated as Good** by the Care Quality Commission (CQC), My Options Shared Lives service rated as Outstanding by CQC, all other My Options services rated Good and My Options Supported Accommodation for young people rated as Consistently Strong by Ofsted.
- **Better support for unpaid carers** – eliminating waiting lists for unpaid carers assessments, higher satisfaction, and a 56% rise in unpaid carers supported.
- **Improved Occupational Therapy and community equipment services** - shorter waiting times, more assessments completed within target, 95% of people saying Occupational Therapy met all or most of their needs, and marked improvements in equipment delivery, repair, and maintenance timescales.
- **Improved information, advice, and guidance** – satisfaction of over 96% with Family Connect (Adult Social Care front door), more people finding it easier to find information about Adult Social Care, and the launch of a new digital front door, the Adult Social Care Portal.
- **Innovative use of technology to maximise independence** – from infra-red thermal imaging technology to reduce falls to the virtual house to showcase aids and assistive technology.
- **Making Prevention Real Programme** – preventing, reducing, and delaying the need for care, contributing to £6.9m of cost avoidance and achieving more independent outcomes.
- **More people supported home from hospital** – from less than half of people being discharged home or in the community to over two thirds.
- **Strong safeguarding outcomes** – increasing numbers of referrals, with over 98% of identified risks reduced or removed, and high satisfaction from people and unpaid carers.
- **More Experts with Lived Experience co-producing services** – increased recruitment, resulting in more diverse experience.
- **A happy, stable workforce** – 82% of our workforce would recommend the Council as a place to work and 98% would recommend Adult Social Care to their friends and family, with turnover now below the Council average.

Our Population



Our net budget for Adult Social Care 2025/26 was

£78 million



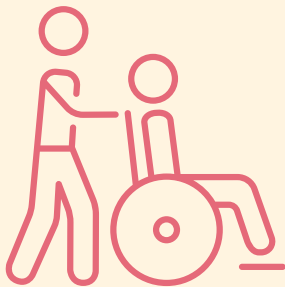
**THERE ARE
195,952**

people living in Telford and Wrekin



**4th
LARGEST**

increase in aged 65+ population.



More than

1 in 5

of the population in Telford and Wrekin are disabled



24%

of Telford and Wrekin population live in areas that are within the most deprived 20% areas nationally



The gap in life expectancy between our least and most deprived neighbourhoods is

**8.7 years
for women**

and

**9.6 years
for men**



At the end of March 2026,

2,130

people were receiving long-term care and support

Our Adult Social Care Charter

Working with people

The Adult Social Care Charter was co-produced with the Making it Real Board and sets out the core principles that all staff in Adult Social Care follow. Through our strategic plan, we are committed to continuing to embed these principles as a way of working that is fundamental to everything we do and our Team Telford approach.



Our Adult Social Care Charter



We will always promote independence.



We will listen with empathy and understanding.



You will know who to contact and we will always get back to you.



Our conversations will be honest and personal to you. We won't just tick boxes.



We will respect your decisions and be honest and open.



Co-production is at the heart of Adult Social Care. We collaborate with the Experts with Lived Experience on our Making it Real Board and other Partnership Boards to design and improve our services. Our priorities are also shaped by other valuable insight we get from people, unpaid carers, partners, and our elected members, including compliments and complaints, data from local and national satisfaction surveys, including the annual Adult Social Care Survey (ASCS) and the biennial Survey of Adult Carers in England (SACE), alongside feedback and suggestions from our workforce captured through our staff forum and monthly communication sessions.

It is encouraging that there has been an increase in positive feedback and reduction in complaints about Adult Social Care over the last year, as well as an improvement in people's satisfaction with their care and support (63.2%, ASCS 2025/26), their assessment or review (74%, local survey 2025/26), and how easy it is to find information about services (69.6%, ASCS 2025/26). Unpaid carers have also reported improved satisfaction with social services and how easy it is to find information (SACE, 2025/26).

We are committed to using all the feedback we receive to strengthen services and improve people's experience. The action we have taken in response, and the areas we will continue to focus on are:

- Providing more proactive communication and updates for people and their families.
- Further improving the timeliness of assessments and reviews.
- Increasing co-ordination and triage arrangements between services to ensure the right teams are involved, particularly for more complex cases.
- Providing additional training to develop and support our workforce.
- Ensuring charges, invoices and financial assessments are as accurate as possible, monitored through ongoing quality assurance.
- Explaining decisions clearly and involving people in support planning.

More 'you said, we did' examples are available in the Adults Statutory Complaints and Feedback report, which is published on the Council's website, www.telford.gov.uk.

Our services and approach

Working with people and partners, Adult Social Care supports:

- People over the age of 18 to remain in their own home and be as independent and safe as possible.
- Unpaid carers to continue in their caring roles with advice, information, and support.
- People with a range of needs including physical disabilities, sight or hearing problems, learning disabilities or mental health illnesses.
- Young people transitioning from Children's Services into adulthood.

This plan is built around our belief that people are the experts in their own lives, that they have strengths and resources of their own, and with some support can continue to live a good life. This is our **strengths-based approach**. This doesn't mean asking people to do things themselves instead of giving them the support they need, it means helping people to identify what matters to them and build upon their own strengths to achieve this.

Our priorities

Our five priorities are to:

- Provide early information and advice to enable people to help themselves.
- Enable people to live independently in their own homes for longer.
- Support people with care and support needs to live a life free from abuse.
- Work in partnership with people, communities, and partners.
- Work with care providers to develop a quality sustainable care market.

Appendix 1 provides examples of planned actions for 2026/27 that will build on and sustain existing work to deliver each priority, and how we will show we are making a difference. Where appropriate, we have linked these success measures to the new Government Local Outcomes Framework (LOF), with LOF measures highlighted in bold.

This plan will be delivered alongside the Adult Social Care Workforce Strategy (2026/27-2028/29), as a key enabler to achieving our priorities.

Team Telford

Our Leadership Team



Fliss Mercer
Executive Director:
Adult Social Care,
Housing and
Customer Services



Clare Hall-Salter
Interim Director:
Adult Social Care



Sara Podmore
Head of Service:
My Options



Sarah Downes
Interim Head of
Service: Assurance,
Transformation and
Financial Management



Sana Qureshi
Head of Service:
Admission Avoidance,
Hospital Discharge
and Enablement



Emma Clutton
Head of Service:
Prevention,
Independence, Older
People, Disability,
Family Connect and
Safeguarding



Amanda Benton,
Head of Service:
Autism, Learning
Disability and Mental
Health Community
Social Work



Stacey Norwood,
Group Manager:
Place Based
Commissioning,
Procurement and
Provider Quality
Monitoring

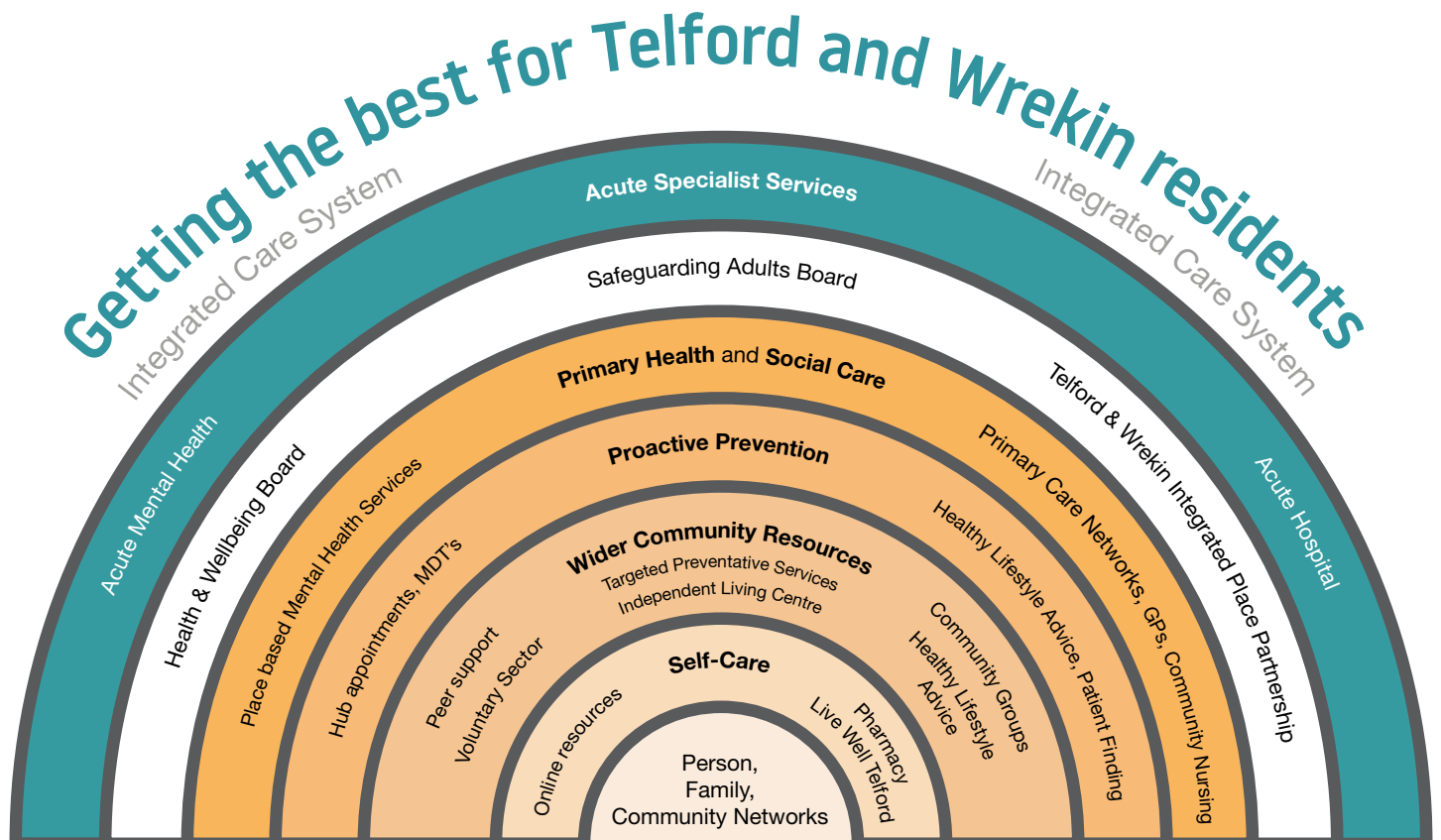


Charlotte Hambleton
Principal Social
Worker



Charlotte Wake,
Principal
Occupational
Therapist

To support the delivery of our priorities we recognise the importance of partnership working:



Adult Social Care

Key Documents and Websites

Telford & Wrekin Council Plan 2024/25-2026/27 and Vision 2032

Adult Social Care Strategic Plan 2026/27

Adult Social Care Local Account
2024/25

Health and Wellbeing Strategy
2023-2027

Live Well Telford – online
community directory

Telford & Wrekin Market Position
Statement 2025-2029

Place Based Specialist and
Supported Accommodation
Strategy

Telford & Wrekin Safeguarding
Partnership including the
Safeguarding Adult Board

Adult Social Care Quality
Assurance Framework

Place Based Learning Disability
Strategy 2026-2027

Place Based Autism
Strategy 2023-2027

Shropshire, Telford & Wrekin
Integrated Care Strategy and
Joint Forward Plan 2025-2030

Safer Telford & Wrekin
Strategy 2024-2027

Housing Strategy
2025-2030

All-Age Carers Strategy
2024-2027

Safeguarding Adults Board
Adults Living Strategic Plan
2024-2027

Learning Disability Strategy -
To be completed in 2026/27

Telford & Wrekin Council Customer Strategy
2025-2030 and Digital Strategy 2024-2027

Adult Social Care
Continuous Improvement
Plan

Adult Social Care Workforce
Strategy 2026/27-2028/29

Adult Social Care Prevention
Strategy 2026/27

All Age Mental Health Strategy -
To be completed 2026-2027

Place Based Ageing Well Strategy
2023-2033

Working together with people, key partners
and communities to enable people to live well
and independently in Telford and Wrekin.

Appendix 1

Planned actions and success measures

Priority 1 - Provide early information and advice to enable people to help themselves.

| Planned actions: | Success measures: |
|--|---|
| <ul style="list-style-type: none"> • Install new accessibility and AI tools and strengthen search accuracy for the Live Well Telford online community directory to make it easier for people to find the information they need. • Continue to provide and expand physical information points at key sites to complement digital information, advice, and guidance. • Continue with the distribution of quarterly newsletters to Family Connect contacts and registered unpaid carers promoting preventative services and community support available. • Explore the introduction of automated telephony for Family Connect to proactively stay connected with people who contact us and collect feedback about their experience on an ongoing basis. • Continue to encourage unpaid carers to register with the Carers Centre, promote our enhanced carers' offer and take-up of the Carers Card, and explore a new counselling service for unpaid carers. • Update the Carers Wellbeing Guide and webpages. • Extend and expand the multi-disciplinary front door triage team to deliver occupational therapy- led, faster, proportionate assessments and reduce unnecessary escalation to long-term care. | <ul style="list-style-type: none"> • % of people who use services who find it easy to find information about services (Adult Social Care Survey). • % of carers who use services who find it easy to find information about services (Survey of Adult Carers in England). • % of customers who are satisfied with Family Connect (front door). • % of people who are not known to ASC who are supported at the front door. • Number of unpaid carers registered at the Carers Centre and supported by Adult Social Care. • Median waiting time for a Care Act, Carers and Occupational Therapy Assessments. |

Priority 2 - Enable people to live independently in their own homes for longer

| Planned actions: | Success measures: |
|--|---|
| <ul style="list-style-type: none"> • Continue to deliver and expand the Moving Social Work Programme, embedding physical activity into routine practice as part of the Sport England Place Programme. • Proactively identify a cohort of people not currently known to ASC but at elevated risk of needing long-term care and support in the future. Offer this group a package of short-term interventions e.g. environmental adjustments and falls prevention training, to assess the benefits of a wider rollout. | <ul style="list-style-type: none"> • % of people who receive long-term support who live in their home or with family, aged 65 and over. • % of people who receive long-term support who live in their home or with family, aged 18 to 64. |

| | |
|---|--|
| <ul style="list-style-type: none"> • Work towards becoming part of the UK network of age-friendly communities UK Network of Age-friendly Communities Centre for Ageing Better, enabling people to age well and live a good later life. • Continue to facilitate and directly deliver a pipeline of new supported and specialist housing schemes, with a particular focus on supported accommodation for adults with a learning disability and high needs extra care. • Complete the test and learn pilot in the Enablement Team using a new quantitative planning tool (valuing good lives) to track and improve long-term outcomes and deliver a second phase with working age adults to further support strengths-based decision- making and reviews that lead to more independent outcomes for people. • Work with health partners to develop a business case for additional community therapists to further improve enablement effectiveness. | <ul style="list-style-type: none"> • % of people discharged from hospital home or into the community (Pathway 1). • % of people who received reablement during the year, who previously were not receiving services, where no further request was made for ongoing support. |
|---|--|

Priority 3 - Support people with care and support needs to live a life free from abuse

| Planned actions: | Success measures: |
|--|--|
| <ul style="list-style-type: none"> • Continue to increase adult safeguarding training across the Council and to partners, to include a new safeguarding awareness package for vulnerable adults within care settings, focusing on how to recognise and report safeguarding concerns. • Deliver a programme of awareness-raising events during Adult Safeguarding Week 2026. • Continue to recruit more Experts with Lived Experience for the Lived Experience, Communication and Engagement Sub-Group of the Safeguarding Adults Board. • Increase the safeguarding champions in teams to further promote and encourage conversations about concerns and awareness of Making Safeguarding Personal and the principles of safeguarding. | <ul style="list-style-type: none"> • % of safeguarding desired outcomes fully achieved (Making Safeguarding Personal). • % of people who score their experience of the safeguarding process as a 4 or 5/5 (local survey). • % of people who use services who say they feel safe (Adult Social Care Survey). • % of s.42 enquiries where a risk was identified, and the reported outcome was that the risk was reduced or removed. |

Priority 4 - Work in partnership with people, communities, and partners

Planned actions:

- Refresh the co-production framework and launch a campaign to recruit more Experts with Lived Experience, including a new welcome pack and training and coaching offer.
- Co-design a SharePoint site for existing Experts with Lived Experience to improve communication, training, collaboration, and ongoing involvement in co-production work.
- Co-produce updated Learning Disability, Mental Health & Autism Strategies with relevant Partnership Boards.
- Explore the introduction of a new 'buddy' volunteer role to accompany people travelling to and attending activities and preventative services in the community.
- Further engage with targeted focus groups of people and unpaid carers to understand their experience of Adult Social Care and how this could be improved.
- Continue to focus on and deliver an updated Direct Payment Transformation Programme to increase take-up, including by unpaid carers.
- Ensure ongoing ASC involvement in integrated neighbourhood working, such as the new Live Well Hubs, the Here to Help Bus, Neighbourhood multi-disciplinary teams, and support planning for the development of a Neighbourhood Health Centre in Sutton Hill and Neighbourhood Mental Health Centre.

Success measures:

- Number and diversity of Experts with Lived Experience and volunteers supporting Adult Social Care.
- **% of people and unpaid carers who receive Direct Payments.**
- **% satisfaction of people who use services for care and support (Adult Social Care Survey).**
- **% satisfaction of unpaid carers with social services (Survey of Carers in England).**
- **% of unpaid carers who report that they have been included or consulted in discussion about the person they care for (Survey of Carers in England).**
- Number of compliments/positive feedback received about Adult Social Care.

Priority 5 - Work with care providers to develop a quality sustainable care market

| Planned actions: | Success measures: |
|--|--|
| <ul style="list-style-type: none">• Continue to deliver a programme of planned, unplanned and desktop quality checks of care providers.• Deliver a range of training and events, both directly and through the Partners in Care commissioned service, to support local care providers to provide good quality care.• In partnership with Partners in Care and Citizens Advice Telford & the Wrekin, develop an action plan to improve recruitment and retention of the Adult Social Care workforce linked to the priorities set out in the Workforce Strategy 2026/27-2028/29.• Further develop our provider relationships through regular provider forums.• Produce an Annual Market Statement, linked to our Market Position Statement, to refresh providers on current and future demand and highlight opportunities.• Work with specialist providers to ensure sustainable pricing. | <ul style="list-style-type: none">• Level of care provider satisfaction with the Council's quality assurance support (out of 5).• No contracted care providers delivering within Telford & Wrekin rated as 'Inadequate' by CQC.• % of care providers rated 'Good' or 'Outstanding' by CQC.• Number of new care providers in the local market and the number of care provider failures.• % of staff in the formal care workforce leaving their role in the past 12 months. |