

**Royal Borough of Windsor and Maidenhead  
Adult Social Care Market Position Statement  
2024-2027**

**“Creating a sustainable borough of opportunity and innovation”.**

**Our vision is underpinned by key priorities:**

*Thriving communities – where families and individuals are empowered to achieve their ambitions and fulfil their potential*

*Inspiring places – supporting the borough’s future prosperity and sustainability*

*Underpinned by a council trusted to deliver its promises*

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## Introduction

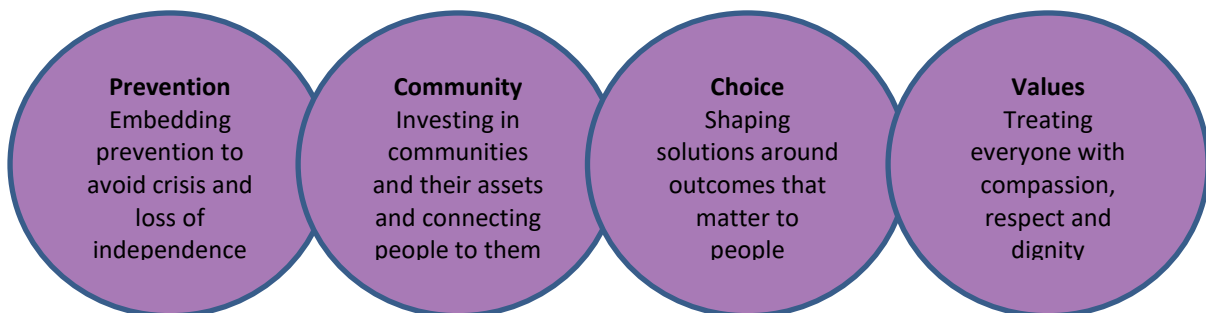
The Royal Borough of Windsor and Maidenhead is committed to the delivery of high-quality services that residents value. The council puts residents first, securing best value in how it uses resources and works with public, private and voluntary sector partners to ensure that the borough is fit for the future.

Our vision for adult social care is:

***To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.***

We recognise that our vision is about people and its delivery depends on people, carers, both informal and formal, staff, providers, partners and leaders.

Therefore, to deliver our vision, we will focus on:



We will achieve this by:

- Promoting a strengths-based approach to working with individual people
- Delivering in partnership with our staff, our providers and other council and health services
- Focussing on quality and continuous improvement and celebrating success
- Keep people safe from abuse and neglect
- Investing in digital innovation and technology enabled care
- Maximising the use of our financial resources to secure efficiency and value for money

Our commissioning priorities for 24/25 are:

- Increasing the number of people who use a direct payment to arrange their care and support as flexibly as possible. In order to do this we need a response from the market to ensure that there are a range of options and tools that people can use e.g. prepaid cards and individual service funds
- Increase the accommodation available for people with a learning disability and/or autism to reduce reliance on out of borough residential care and we have plans to engage a partner through a tender to build accommodation.

## Integrating our services with partners

The Royal Borough forms part of the Frimley Integrated Care System (ICS) which brings together over thirty health and care statutory bodies (including local authorities, Frimley Integrated Care Board, NHS providers and others) to deliver integrated and sustainable services, committed to providing improved care and efficiencies.



The aim of the Frimley Health and Care ICS is:

To serve and work in partnership with the Frimley footprint population of 800,000 people, through the local system leaders working collaboratively to provide an integrated health and social care fit for the future.

The ICS partnership has recently published a document in 2019 aimed at providers, Our Shared Message to the Care and Support Market, which can be found here <https://www.frimleyhealthandcare.org.uk/media/1171/message-to-the-market-may2019-final.pdf>

The document outlines the shared aims and priorities of the ICS partnership to develop and embed a collaborative commissioning culture that creates a sustainable care and support market that is responsive to demand and which specifically addresses equity of price, capacity, capability and quality at a system and local level. This is due to be refreshed in 2024.

## What is a Market Position Statement?

This Market Position Statement is designed for providers of services to adults who need support to maximise their independence, and also to providers of community and universal services in the Royal Borough of Windsor and Maidenhead.

It contains information about:

- The borough - the place and the people who live here and provision of support
- The council's and Optalis' intentions as a commissioner of support on behalf of people in the area
- The council's vision for adult social care including how support and services, including community and voluntary services, might respond to the changing needs of local people.

It is intended to help identify what the future demand for support and services might be and to act as a starting point for discussions between the council and providers.

This Market Position Statement aims to enable:

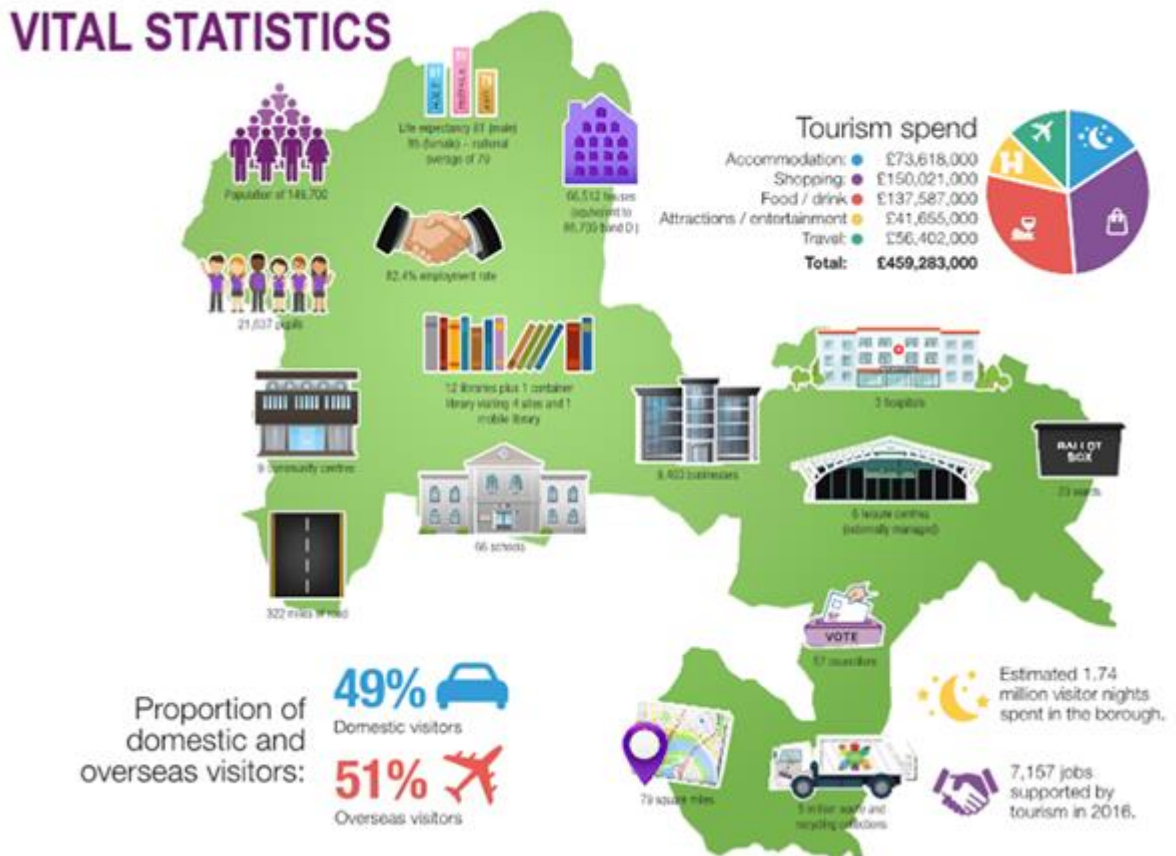
- **Providers of support** to learn about the council's intentions as a commissioner of services
- **Voluntary and community organisations** to learn about future opportunities and what would enable them to build on their knowledge of local needs in order to develop community assets
- **People interested in local business development and social enterprise** to find out about new opportunities in the market and identify with us ways that they could enter into the social care markets and offer innovative services
- **Social care providers and organisations that are not currently active in the borough** to find opportunities to use their strengths and skills to benefit local people and to develop their businesses.

All opportunities that are tendered by the council are advertised on Contracts Finder <https://www.gov.uk/contracts-finder>

## Population and Health

The Royal Borough of Windsor and Maidenhead is 79 square miles, located in Berkshire at the heart of the Thames Valley, less than 30 miles west of central London. It comprises three main settlements; Ascot, Maidenhead and Windsor, and enjoys a predominantly rural setting, including Green Belt, Crown Estate and National Trust land, with 60 parks and open spaces.

### Snapshot of community facilities



The borough was formed as a Unitary Authority in 1998 and sits alongside five other Unitary Authorities that made up the county of Berkshire. Its main centres of population are Maidenhead, Windsor and Ascot.

RBWM has a population of 153,494 and has increased by 6% over the last 10 years. RBWM has an older population than England with a median age of 42 years. However, the Borough continues to have higher proportion of children and young people aged 8 to 17 compared to England. The proportion of people aged 20 to 34 is lower than the national picture. 18% of the Borough's population are now aged 65 and over (Office for National Statistics 2022).

## Life Expectancy and healthy life expectancy (2018 to 2022)



RBWM's male life expectancy and healthy life expectancy continue to be significantly better than national rates. Boys born in RBWM today can expect to live to 82, however they will spend approximately 15% of their life in poor health (12 years).

There is also a 6.1 year difference in life expectancy and between boys born in the least deprived areas and most deprived areas of RBWM. The gap in healthy life expectancy is greater at 6.7 years.



RBWM's female life expectancy and healthy life expectancy are also significantly better than national rates and are higher than males. Girls born in RBWM today can expect to live to 85, however they will spend approximately 17% of their life in poor health 14 years.

There is a 3.9 year difference in life expectancy between girls born in the least deprived and most deprived areas of RBWM. The gap in healthy life expectancy is greater at 5.3 years.

The Royal Borough of Windsor and Maidenhead is an affluent borough. Based on IMD 2019, the borough is ranked 304 out of 317 local authorities (1st being most deprived, 317th being least deprived). This means the borough falls into the 10% of least deprived areas in England.

A more detailed analysis of the demography of the borough can be found on the ONS website [How life has changed in Windsor and Maidenhead: Census 2021 \(ons.gov.uk\)](https://ons.gov.uk/how-life-has-changed-in-windsor-and-maidenhead-census-2021)

A summary of the Joint Strategic Needs Assessment for Windsor and Maidenhead can be found on the Berkshire Public Health website

[JSNA Project workstreams: JSNA skeleton \(berkshirepublichealth.co.uk\)](https://berkshirepublichealth.co.uk/jsna-project-workstreams/jsna-skeleton)



## Optalis – delivering adult social care for the Royal Borough

The Royal Borough of Windsor and Maidenhead is committed to the delivery of high-quality services that residents value and has a long history of delivering services through shared arrangements with the other Berkshire authorities since 1998, together with some outsourced arrangements. In 2016, the Royal Borough challenged itself to ‘deliver differently’ recognising the need to continue to secure high quality services against a diminishing financial envelope.

As a result of the programme, from April 2017, the council started delivering all statutory and discretionary adult services with Wokingham Council through Optalis, a local authority trading company (LATCO). As a LATCO, Optalis is able to operate as a commercial company but remains wholly owned and controlled by the two councils. Optalis is contracted by the Royal Borough to provide all of its operational and commissioning adult social care services, via a service contract. It is a “Teckal” controlled company which means that both councils can commission Optalis without a competitive procurement process, subject to demonstrating control and meeting certain requirements. As such, Optalis is the Royal Borough’s provider of first choice where it is in the interests of the residents i.e. where it can provide a service that is high quality and value for money.

As with all local authorities, when the borough commissions a service, consideration will be given as to whether Optalis would provide a high-quality and value for money service before going out to the market in a formal tender process.



## Quality

### **“Quality is about doing it right, especially when no one is looking”**

#### ***Think Local, Act Personal***

The borough understands that the people who use services are best placed to say what good quality care, support and customer service really is. As such, services can only be considered high quality if:

- it places the person at its centre
- it enables personal outcomes to be achieved
- the relationship between the person who is using the services and the people who deliver it is based on dignity and respect.

Support is commissioned, monitored and evaluated by the borough through its Care Governance policies and procedures. High quality care and support exists where people:

- are enabled to live independent lives as defined by them, with informed choice and control through access to appropriate services and as much involvement in decisions about their care and support as possible
- have opportunities to participate in community life, engage with activities that match their interests, skills and abilities, and maintain good relationships
- feel safe, secure and empowered because their rights are safeguarded while they are supported to manage risks
- have a positive experience of care and support provided through relationships based on mutual respect and consideration, where care is designed around their needs and is consistent and coordinated.

National Voices ([www.nationalvoices.org.uk](http://www.nationalvoices.org.uk)) has developed, with its members, a set of principles for health and social care services. Through this market position statement, these have been adopted as commissioning principles by the borough.

## Key messages for providers

### Information and advice

- I have the information and support I need in order to remain as independent as possible
- I have access to easy-to-understand information about care and support which is consistent, accurate, accessible and up to date
- I can speak to people who know something about care and support and can make things happen
- I have help to make informed choices if I need and want it
- I know where to get information about what is going on in my community

**Source: National Voices**

**Local Healthwatch:** The Royal Borough has a contract with a provider organisation, in partnership with Bracknell Forest Council and Slough Borough Council, to champion people's views about health and social care services. The planned end date for this contract is 31<sup>st</sup> December 2026. It is anticipated that this service will be tendered during 2026 with a new contract commencing on 1<sup>st</sup> January 2027.

**Advocacy:** the advocacy services for people who need support to get their views heard include Care Act advocacy and Independent Mental Health Advocacy. This service was tendered by the Council in November 2023 and will commence on 1<sup>st</sup> July 2024. The contract is for 3 years with an option to extend for a further 2 years.

**Advice and information for carers:** Optalis provides advice and information for carers on behalf of the borough – there is no planned change to this arrangement.

**NHS complaints advocacy:** this service supports people who need help to complain about a service from the NHS. This service was tendered by the Council in November 2023 and will commence on 1<sup>st</sup> July 2024. The contract is for 3 years with an option to extend for a further 2 years.

**Support for people who have had a stroke:** in partnership with Frimley Integrated Care Board and another local authorities, the borough commissions a local voluntary organisation to provide advice and support for people who have recently had a stroke. This contract ends in March 2025; no decision has been made regarding the retendering of this service.

**The Royal Borough welcomes any ideas and advice from local organisations including the voluntary sector about how information and advice can be better provided.**

## Active and supportive communities

- I have access to a range of support that helps me live the life I want and remain a contributing member of my community
- I have a network of people who support me – carers, family, friends, community and, if I need, paid support staff
- I have the opportunity to train, study, work or engage in activities that match my interests, skills and abilities
- I feel welcomed and included in my local community
- I feel valued for the contribution that I can make to my local community

**Source: National Voices**

In April 2023/24, the Royal Borough awarded two grants to local voluntary organisations. The services support 2 day centres in Windsor for older people.

**Transport:** the council contracts with a local voluntary sector organisation to provide community transport. This includes the dial-a-ride services and transport to day centres. The council is currently undertaking a review of transport services across the borough which includes community transport.

**Advocacy for people with a learning disability:** This service was tendered by the Council in November 2023 and will commence on 1<sup>st</sup> July 2024. The contract is for 3 years with an option to extend for a further 2 years.

**Supported employment services:** Optalis provides this service, there is no planned change to this arrangement. This is a specialist service for people with a learning disability and autism.

**Empowering our communities:** The Council is active in the local community with the aim of listening to, engaging and empowering people to enable and sustain change through their own solutions. Local people and the voluntary sector can find out more about the approach including World Cafes, becoming a Community Information Champion and the Innovation Fund here: [RBWM Together](#)

## Flexible, integrated care and support: my support, my own way

- I am in control of my care and support
- I have care and support that is responsive to my needs
- My care and support is co-ordinated, co-operative and works well together and I know who to contact to get things changed
- I have a clear line of communication, action and follow up

*Source: National Voices*

**Intermediate care and reablement:** These services are provided in people's own homes on behalf of the council by Optalis. The council's contract with Optalis continues until 2027.

**Residential and nursing care for older people:** Where possible, the borough supports older people to remain in their own home. The Royal Borough commissions residential and nursing care for older people through a range of block and spot contracts (c. 300 placements) – all the block contract providers are currently rated good or outstanding by CQC. The council would welcome contact from other providers of these services at any time that are seeking to enter into block contract arrangements.

**Residential and nursing care for working age people:** The Royal Borough's aim is to support people in their own home. As such, residential and nursing care placements for people of working age are the last resort. All placements are made on a spot basis.

**Support for people with sensory needs:** The borough has contracts with a number of organisations to provide support and services for people with sensory needs. These include specialist assessments and support. All these contracts are on a spot basis and any providers wanting to discuss future opportunities are asked to contact the borough.

**Accommodation for people with a learning disability and autism:** In order to achieve our ambition of supporting more people in their own homes, the council is currently developing a business case to build 22 units of supported accommodation on council land in Windsor. The borough will be going out to tender in 2024 for a partner to develop the site and be the owner of the building. Organisation seeking to register an interest should contact the council.

## Workforce

- I have good information and advice on the range of options for choosing my support staff
- I have considerate support delivered by competent people
- I have access to a pool of people who help me make links in my local community

*Source: National Voices*

**Care and support at home for older people:** The Royal Borough currently contracts with eleven providers of domiciliary care both in general and supported accommodation. These contracts expire in August 2027 with an option available to the council to extend for a further two years. The contracts are open throughout the term – any qualified providers (CQC rated good or outstanding) can apply to be part of an evaluation process. Capacity in the area is limited and therefore the Royal Borough would invite other providers with capacity in the area to make contact regarding spot contracts. The borough currently commissions c.4000 hours of support per week.

**Care and support at home for people with a learning disability or autism:** The Royal Borough currently contracts with a number of organisations to provide this support, the largest provider being Optalis. The council wants to support more people locally in their own home rather than in residential care settings. Any providers of supported living who are considering developing new services in the borough and surrounding areas are encouraged to contact the council to discuss the needs.

**Care at home for people with mental health needs:** The Royal Borough currently contracts with a number of organisations to provide this type of support, often placing people outside the borough in with specialist providers. The council wants to support more people locally in their own home rather than in residential care settings or locations far away from the borough. Any providers of supported living who are considering developing new services in the borough and surrounding areas are encouraged to contact the council to discuss the needs.

## Risk enablement: feeling in control and safe

- I can plan ahead and keep control in a crisis
- I feel safe, I can live the life I want and I am supported to manage any risks
- I feel that my community is a safe place to live and local people look out for me and each other
- I have systems in place so that I can get help at an early stage to avoid crisis

*Source: National Voices*

**Respite for carers:** the Royal Borough contracts with an organisation to provide respite at home for carers. This is an annual contract ending in March 2024. As the value of this contract is £15k, the Council usually enters into a direct award contract. If your organisation is interested in supplying emergency respite at home, then please contact the borough.

**Independent Mental Capacity Advocacy (IMCA):** this is an advocacy service for people who lack capacity to make specific decisions which is a statutory requirement on local authorities as laid down in the Mental Capacity Act. This service was tendered by the Council in November 2023 and will commence on 1<sup>st</sup> July 2024. The contract is for 3 years with an option to extend for a further 2 years.

**Emergency Duty Service:** in partnership with all the unitary authorities in Berkshire, the Royal Borough has a contract with another local authority to provide emergency (out of hours) social services. The planned end date for this contract is December 2027

**Equipment and assistive technology:** the borough has a range of spot contracts with providers of equipment. The main contract (cost and volume) is commissioned across health and social care for all the local authorities and Integrated Care Board across Berkshire. A new contract has been awarded through West Berkshire Council as the lead commissioning authority through a framework agreement with Buckinghamshire County Council from 1<sup>st</sup> April 2024.

## Personal budgets and funding my own support: My money

- I can decide the kind of support I need and when, where and how I receive it
- I know the amount of money available for my care and support needs, and I can determine how this is used (whether it is my own money, a direct payment or a council managed personal budget)
- I can get access to the money without having to go through over-complicated procedures
- I am able to get skilled advice to plan my care and support, and also be given help to understand costs and make the best use of the money involved where I want and need this.

*Source: National Voices*

**Personal budget support:** People who are eligible for support from the Royal Borough can choose to have some or all of it as a direct payment. They then pay directly for their support and services. Support for people to use their direct payment is provided by Optalis; there are no plans to change this arrangement. Any organisation that can support the development of micro-enterprises for people in the community is encouraged to contact the council.

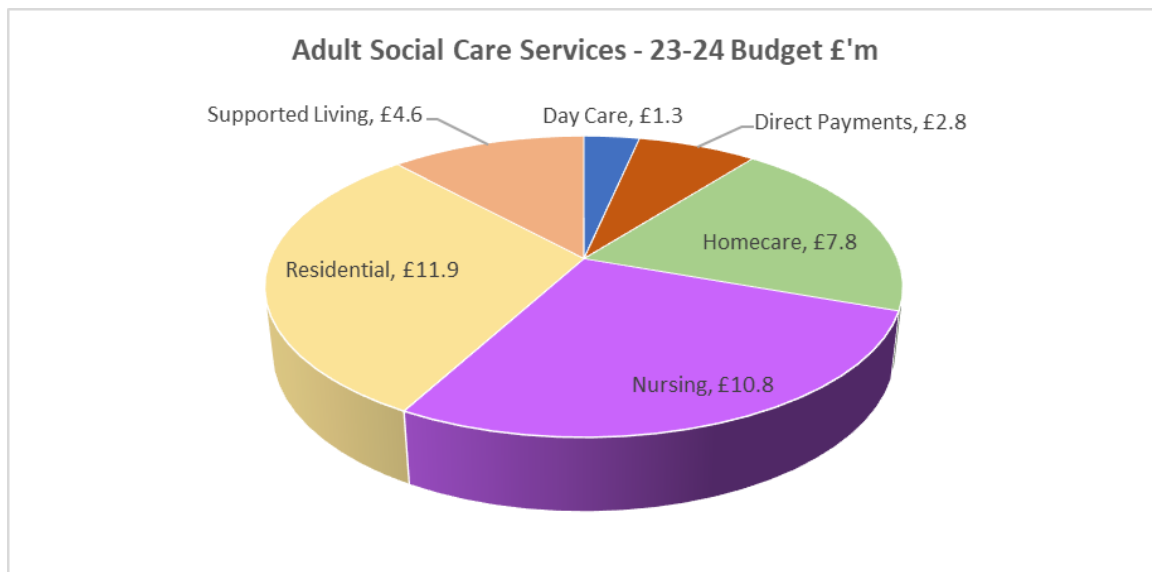
**Providing services for people who have a direct payment:** The council is keen to grow the numbers of people who are receiving a direct payments. If you have a business or are part of an organisation that can support people through a direct payment through managed budgets and individual service funds then contact the Royal Borough to discuss how you can market your services to people with support needs.



## Adult social care budget 2023/24

To enable providers to have a sense of the scale of spend in the borough, the adult social care budget for 23/24 planned spend on services is shown below.

Once the 24/25 budget has been approved by Council this document will be amended to reflect that.



## Contact the borough

If you are a provider of support and services and wish to discuss any opportunities to contract with the borough, please contact:

Adult Social Care Commissioning

Royal Borough of Windsor and Maidenhead

Town Hall

St Ives Road

Maidenhead

SL6 1RF

[Strategic.Commissioning@rbwm.gov.uk](mailto:Strategic.Commissioning@rbwm.gov.uk)