

# ADULT SOCIAL CARE MARKET POSITION STATEMENT

2026-2030



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# Welcome

Bracknell Forest Council is committed to ensuring that residents have access to high-quality, sustainable, and person-centred care and support. This Market Position Statement sets out the Council's vision for the future of Adult Social Care in the borough.

It provides an overview of local needs, current service provision, and future commissioning priorities, helping care providers, partners, and stakeholders understand our strategic direction and opportunities for market development.

Bracknell Forest is a growing and evolving borough, with changing demographics and increasing demand for care and support. In response, the Council is working with partners to develop a more integrated, innovative, and outcomes-focused system of care, aligned with national policy and local priorities.

Strong collaboration between the Council, NHS, voluntary and community sector, and independent care providers is essential to delivering high-quality, resilient services that promote independence, dignity, and wellbeing.

This Market Position Statement outlines key population trends, current market pressures, and commissioning intentions across Adult Social Care. It also highlights opportunities for providers to develop and deliver new and improved models of care that meet the needs of Bracknell Forest residents.

We invite our partners to work with us to shape a responsive, sustainable, and person-centred care market that achieves the best possible outcomes for our community.



*"We all want to live in a place we call home with the people and things we love, in communities where we look out for one another, doing the things that matter most."*

**This Market Position Statement sets out Bracknell Forest's future direction and signals our commitment to working collaboratively with providers to shape a high-quality, sustainable care market.**

- We want to partner with existing and new providers to address gaps in provision and drive change and innovation.
  - Our aim is to work with CQC registered providers rated Good or Outstanding wherever possible.
  - Where an existing provider's rating is downgraded, we will work with the provider using our established Quality Assurance and Safeguarding processes to drive improvement.
  - As part of our commitment to Quality Assurance and Safeguarding we work with providers from the start of their contract with us, using our contract management handbook to ensure compliance and adherence to standards.
  - Through the Care Governance Board, Quality Assurance and Safeguarding processes, concerns are addressed and providers are supported in evidencing progress against Improvement Plans, ensuring ongoing continuous improvement.
- 
- At Bracknell Forest Council, we are fully committed to wider social benefits and the environmental wellbeing of our borough, embracing fully the duties set out in the Public Services (Social Value) Act 2012.
  - In doing so, we welcome providers that can bring additional social, environmental and economic wellbeing benefits to service provisions and the local communities in a way that maximises Social Value as part of our holistic approach to quality service provisions.
  - Bracknell Forest Council is committed to improving environmental sustainability and working with providers to reduce our environmental impact.

# Our approach to working with providers

## A partnership approach



We work collaboratively with providers, valuing open dialogue and shared problem solving.

## Clear expectations and transparency

We are clear about our quality standards, outcomes and pricing.



Supporting contract and quality management.

Working together on continuous improvement.

Openness to innovation and flexibility.



Encouraging new ideas.

Commitment to sustainability.

Building a resilient and sustainable care market.



# Key Priorities for Bracknell Forest

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Bracknell Forest will work as one system with health partners, providers, communities and people with lived experience to strengthen local choice, capacity and outcomes through these priorities:

- **Develop specialist local provision** for people with complex learning disabilities and autism, combining social care and clinical expertise so more residents with complex needs can be supported close to home.
- **Improve transition pathways for young adults (18–25)** through jointly planned support across children's and adults' services, health, education and employment that builds independence and community participation.
- **Expand flexible community-based opportunities** across daytime, evenings and weekends to build life skills, wellbeing and social inclusion, with stronger links to mainstream community life.
- **Increase preventative and responsive support** through coordinated pathways with health partners, including respite, short breaks, crisis response and step-down services, helping people stay well and avoid unnecessary hospital admissions.
- **Support unpaid carers** through accessible respite and whole-family support that protects carers' wellbeing and sustains caring roles.
- **Strengthen local day opportunities** for people with learning disabilities, older adults, people with dementia and those with mobility needs, ensuring services are accessible, meaningful and person-centred.
- **Develop a resilient, sustainable workforce** through joint social care and health workforce planning, values-based recruitment and development, equipping providers for increasing complexity and future demand.
- **Improve local accessibility and choice** by reducing travel barriers, supporting the development of independent travel opportunities, and coordinating personalised, flexible support around each person throughout their life.
- **The Bracknell Forest EHC Needs Assessment Report**, published in December 2025, identified sustained growth in the number of children and young people with EHCPs and increasingly complex needs. As more young people transition into adulthood, demand for adult social care, supported living, community support and specialist services is expected to increase, creating opportunities for providers to develop innovative, flexible and outcome-focused services that support independence and successful transitions.

# About Bracknell Forest

Bracknell Forest is located approximately 28 miles west of London, within the Thames Valley area of Berkshire.

Bracknell town is the borough's principal urban centre and has been transformed in recent years through major regeneration, including the redevelopment of the town centre.

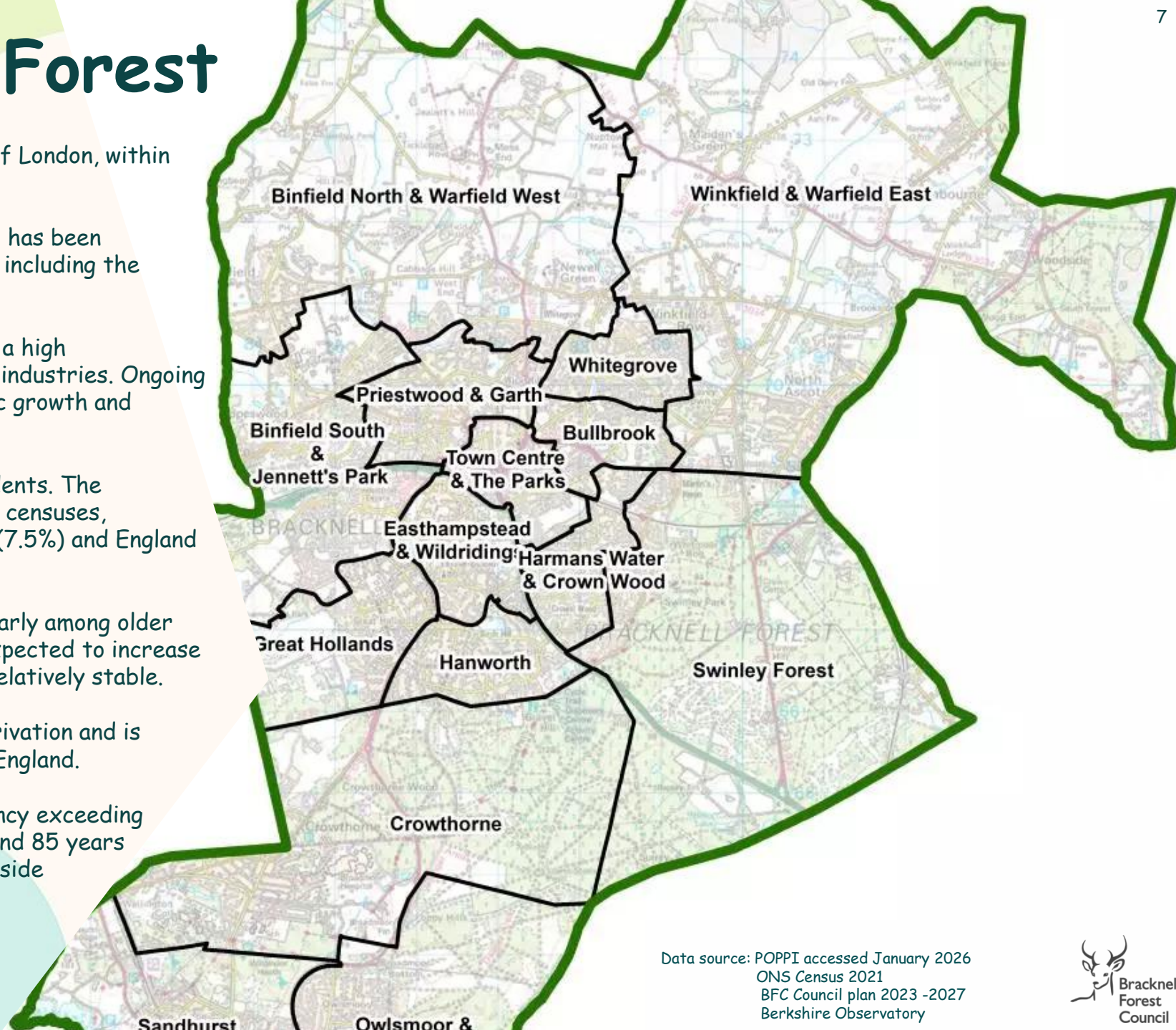
The borough has a strong and diverse local economy, with a high concentration of technology, digital, and business service industries. Ongoing regeneration and investment continue to support economic growth and employment opportunities.

Bracknell Forest has a population of around 130,000 residents. The population increased by 10.1% between the 2011 and 2021 censuses, significantly higher than the average for the South East (7.5%) and England (6.6%)

Population projections indicate continued growth, particularly among older residents, with the number of people aged 65 and over expected to increase by 20% by 2035, while younger adult age groups remain relatively stable.

The borough experiences comparatively low levels of deprivation and is ranked within the 10% least deprived local authorities in England.

Health outcomes are generally positive, with life expectancy exceeding the national average, at approximately 81 years for men and 85 years for women, reflecting overall good population health alongside emerging pressures associated with an ageing population.



Data source: POPPI accessed January 2026  
ONS Census 2021  
BFC Council plan 2023 -2027  
Berkshire Observatory

# Bracknell Forest Population & Lifestyle Overview

## Age Distribution



There is a reduction in birth rates from previous years.

We have seen an increase in our 65+ population.

## Gender Breakdown



## Key Insights

- Improved average life expectancy
- Decreased birth rate
- Growing demand in services
- Increased complexity in cases
- Themes are shared across the South East region
- The need to focus on early intervention and prevention
- Preparing for Adulthood is a risk area we need to develop

## Regional Demand (South East):

- Rising Learning Disability & Autistic adult numbers
- More young people transitioning to Adulthood
- Increased need for bespoke, high-complexity support
- Increased pressure on capacity

This trend is explicitly linked to longer life expectancy, better diagnosis, and historic under-investment in preventative support

## Average life expectancy



Male

Female

|            |     |     |
|------------|-----|-----|
| Bracknell  | 81y | 85y |
| South East | 80y | 84y |
| England    | 79y | 83y |

# Public Health Data for Bracknell Forest 2025-26

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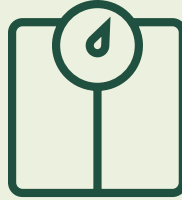
35%



Of eligible population  
received an NHS check

(38% South East)

68%



Of adults are overweight

(63.2% South East)

11.7%



Of adults smoke

(9.4% South East)

19.5%



Of adults are physically  
inactive

(18.9% South East)

30%



Of adults are classed as  
"Obese"

(28% South East)

2,007

(65+ ages people) per 100,000



Were admitted to  
Hospital due to a fall

(2,029 South East)

For further support, guidance and information please visit [Bracknell Forest Public Health Portal](#) or read the Public Health 2026 annual report [here](#)

# Public Health update

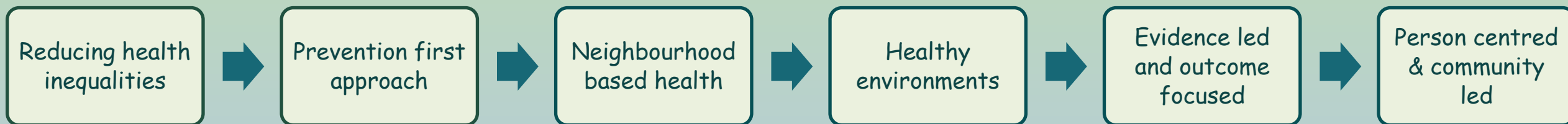
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Public Health is taking an integrated approach to review the Joint Strategic Needs Assessment (JSNA). This will help understand local need and help inform the future Health and Wellbeing Strategy.

The strategy will focus on 3 main areas:



This work will be underpinned by these 6 proposed principles:



Why this matters to providers: it gives providers a clearer view of future local priorities, demand and commissioning direction, helping them plan services to support prevention, resilience, independence and better outcomes for residents.

# The Care Act 2014 and Market-Shaping in Adult Social Care

The Care Act 2014 places duties on local authorities to promote efficient and effective operation of the market for Adult Social Care.



Local authorities should influence change for a sustainable and diverse range of care providers, continuously improving quality and choice, and delivering better outcomes for people who need care and support.



Designing strategies that meet local needs



Engaging with providers and local communities



Integrating approaches with local partners



## Principles Underpinning Market-Shaping



Focus on outcomes and wellbeing of the resident



Promote quality services through workforce development, remuneration, and appropriately resourced care

# Adult Social Care Vision

In alignment with the Care Act 2014

Putting people in control of their lives, with the right support at the right time.



# How we work with the market

## Future Commissioning Intentions

We are actively exploring alternatives to traditional spot contracting arrangements. Our aim is to move towards more integrated and strategic commissioning models that promote stability, better outcomes, and long-term partnerships.

## Commissioning Approach

We commission services through established framework agreements to ensure quality, consistency, and value for money. This approach enables structured engagement with providers and supports transparent procurement processes.

## Market Development & Provider Relationships

We are strengthening market management by building collaborative relationships with strategic providers. This includes ongoing engagement, integration, co-production opportunities, and clear communication of service, expectations and future demand.

## Opportunities for Providers

Providers are encouraged to engage with commissioning opportunities through platforms such as ProContract. We will continue to advertise relevant opportunities and updates via this system to ensure fair and open access to the market.

# System approach to Safeguarding



## Provider Responsibilities

- Provide safe, high-quality care
- Maintain safe, high-quality care and effective systems for preventing and responding to abuse
- Train staff and maintain robust safeguarding policies
- Report concerns promptly and accurately
- Cooperate fully with safeguarding enquiries
- Ensure they agree to and follow Pan Berkshire Multi Agency Policies and Procedures



## Partnership Working

- Local Authorities
- NHS
- Police
- Providers
- Voluntary and community sector



## Information Sharing is:

- Timely
- Proportionate
- Essential to prevent harm



**Safeguarding is everyone's responsibility. Early action, strong partnerships and person-centred practice are essential to delivering safe, effective care.**

# Safeguarding Framework and Process

## Legal Framework



Care Act 2014  
(Section 42 duty to enquire)



Mental Capacity Act 2005



Human Rights Act 1998

## Process Overview

Concern raised

Screening/decision making

Risk assessment & safeguarding plan

Review & closure →



## Safeguarding Principles

Prevention

Accountability

Empowerment

Protection

Partnership

Proportionality

## Making Safeguarding Personal

Person led, outcome focused,  
strengths-based and  
proportionate



# Our commissioning approach

Our commissioning approach is founded on what works in commissioning Adult Social Care. We are committed to ensuring that our commissioning is person-centred and outcome-focused, that it is well led, taking an evidence based, whole system approach and that it promotes a sustainable and diverse market.

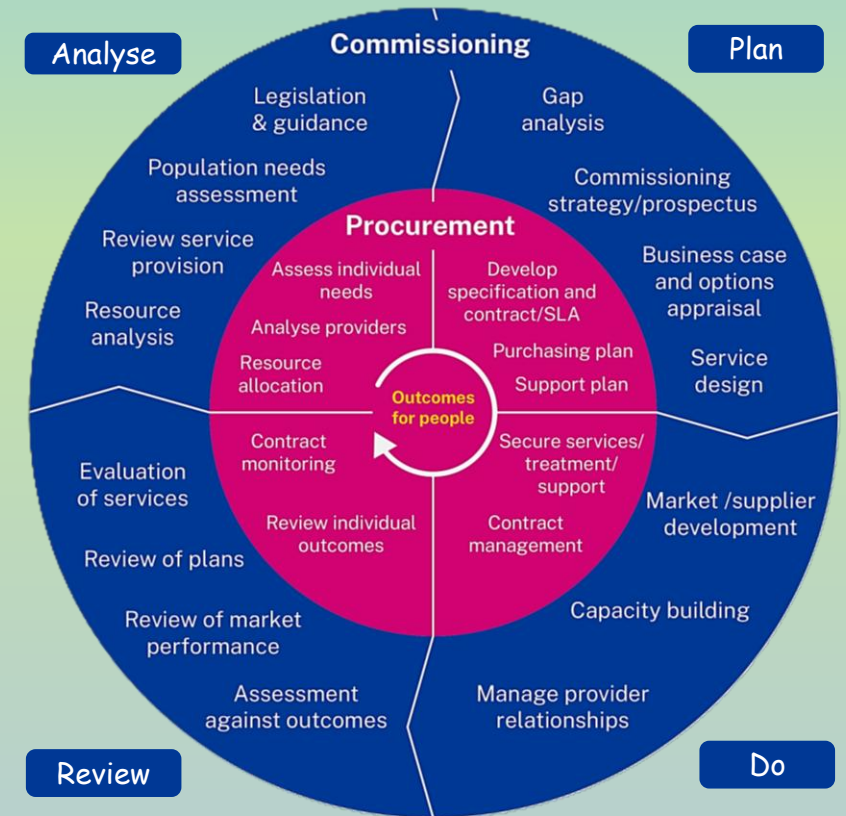
Our commissioning is based on solid partnerships with

- The people who use services
- Family members and carers
- Local community groups
- Other Commissioners from health, housing, and other related services
- Providers of Adult Social Care
- Regulators

We continuously map and analyse our local markets and work closely with existing providers. We are increasingly moving towards co-production methodologies to make the most of the expertise within our providers.

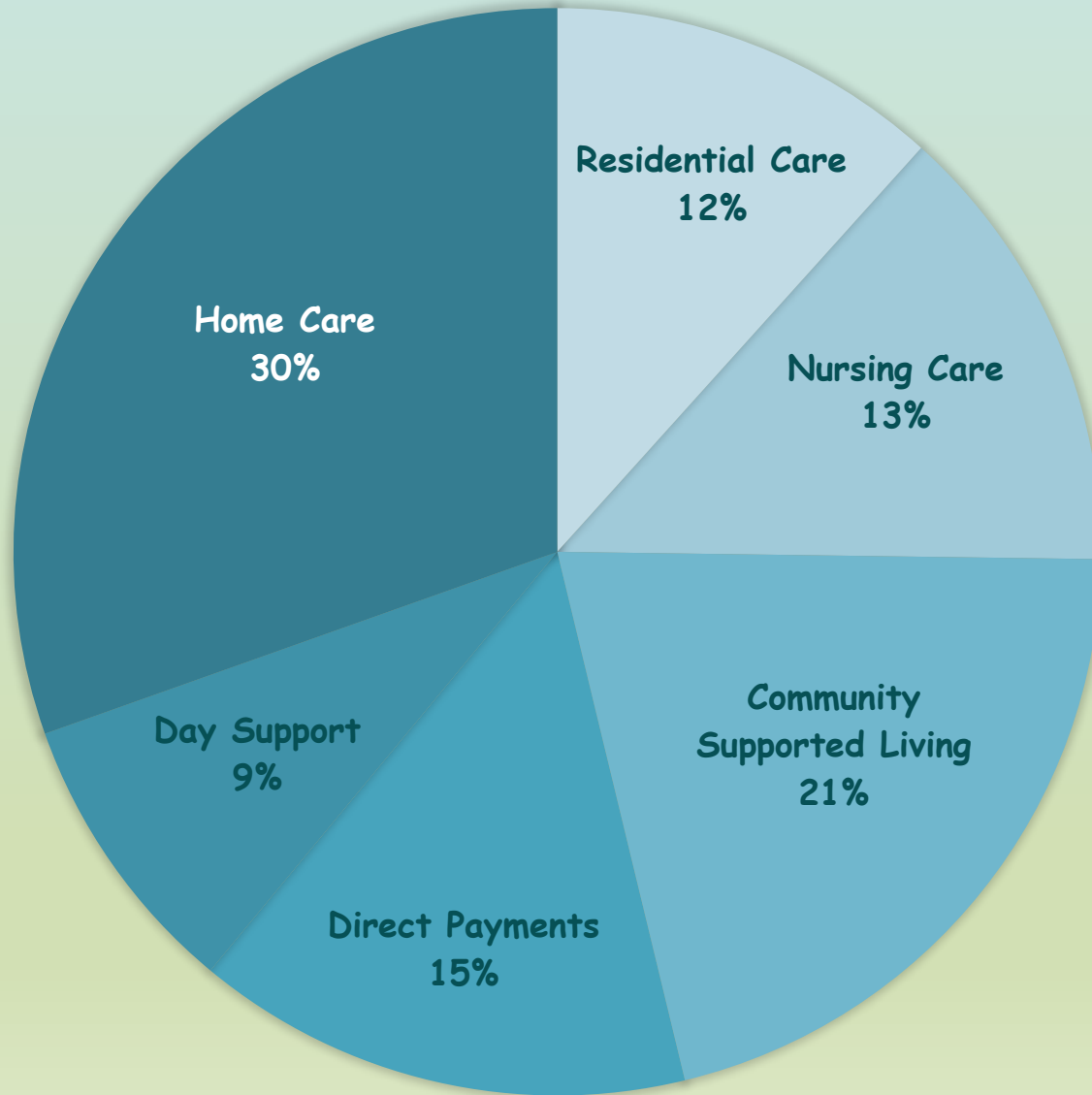
We adopt best practice standards from ADASS model 'Commissioning for better outcomes' in all our commissioning activities. Our commissioning function is strategically linked across all areas of the social care and health directorate. The commissioning priorities are identified and prioritised through strategic planning and are supported by data analysis and feedback from people using our services. We deploy sound service design methodologies to support implementation.

Our commissioning principles ensure that our engagement and relationships with providers is consistent and meets with the requirements of legislation and regulation, such as the Care Act 2014 and the Procurement Act 2023.



# Who are we supporting in Bracknell Forest?

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Around two thousand residents in Bracknell Forest are currently accessing Adult Social Care services, with around 75% receiving support in their own homes.

This approach aligns with the council's ambition and the Home First strategy to help people remain at home for longer, enabling them to live healthier, happier lives with greater independence and resilience.

It also reflects Adult Social Care priorities by promoting prevention, maximising independence, supporting people to stay connected to their communities, and ensuring residents can access the right support at the right time in the least restrictive way.

In addition, it supports the NHS 10-year plan by empowering residents to manage their own care and make informed decisions about their health.

# Learning Disability and Autism

## Learning Disability & Autism Overview 2025/26

Receiving a Service  
**341**



Direct Payments  
**49**



Unpaid carer  
Respite  
**29**



Community  
Supported Living  
**191**

Home Support  
**42**



Long Term  
Residential Care  
**32**



Long Term  
Nursing Care  
**7**



Day Support  
**46**



Health  
**40**



## Spend for 2025/26

|  |                                           |          |
|--|-------------------------------------------|----------|
|  | Community supported living                | £7.6m    |
|  | Day support                               | £500,000 |
|  | Direct payment                            | £530,000 |
|  | Health                                    | £140,000 |
|  | Learning, education or employment support | £140,000 |
|  | Long term residential care                | £4.2m    |
|  | Long term nursing care                    | £370,500 |
|  | Home support                              | £255,000 |
|  | Unpaid carer respite                      | £135,000 |

**Total: £ 13.9m**

## Strategic intentions for 2026- 2030

- Explore meaningful day opportunities for individuals.
- Work in partnership across health, education, employment and social care to manage continuing demand.
- Increase independence within local communities.
- Continue to develop Supported Living and shared lives opportunities.
- Continue to mobilise Supported Living Framework.
- Use the *Bracknell Forest 0-25 Years Learning Improvement Strategy (2026-31)* to support improved outcomes and preparation for adulthood for children and young people with SEND and other vulnerabilities, helping to inform future demand for adult care, support, employment and independence focused services.

# 65+ including Mental Health for Older Adults

19

## 65+ Overview 2025/26

Receiving a Service  
**1288**



Direct Payments  
**97**



Short Term  
Nursing Care  
**105**



Community  
Supported Living  
**25**

Home Support  
**508**



Long Term  
Residential Care  
**168**



Long Term  
Nursing Care  
**259**



Short Term  
Residential  
Care  
**55**

Please note: These figures do  
not include spend relating to  
carers.

## Spend for 2025/26



Community  
supported living

£150,000



Day support

£133,000



Direct payment

£1.4m



Health

£8,000



Home support

£5.8m



Long term nursing  
care

£11m



Long term  
residential care

£7.2m



Equipment

£1,100



Reablement

£54,000



Short term nursing

£927,000



Short term residential  
care

£439,000

**Total: £27.3m**

## Strategic intentions for 2026- 2030

- Current Homecare framework contract is ending in September 2027. Providers will be invited to bid for a revised contract via ProContract.
- Full analysis of Residential, Nursing and Extra Care will be undertaken to explore local need and inform commissioning approach.
- Integrated Dementia strategy is due to be published March 2027.
- Strengthen local day opportunities for older adults, including people living with dementia, ensuring services remain accessible, meaningful, person-centred and responsive to changing needs.

# Working Age Mental Health

## Working Age Mental Health 2025/26

Receiving a Service  
**273**



Direct Payments  
**47**



Out of Borough  
Placements  
**33**



Community  
Supported Living  
**43**

Home Support  
**108**



Long Term  
Residential Care  
**9**



Long Term  
Nursing Care  
**7**



Day Support  
**24**



Equipment  
**78**

## Spend for 2025/26



Community  
supported living

£835,000



Day support

£70,000



Direct payment

£775,000



Health

£16,000



Long term  
nursing care

£307,000



Long term  
residential care

£486,000



Home support

£1m  
£215,641

**Total: £3.5m**

## Strategic intentions for 2026- 2030

- Increase local options to ensure continuity of care.
- Improve information, advice and guidance.
- Expand the council's outreach service.
- Enhance preventative support to enable people to remain independent, improve wellbeing, and reduce the need for more intensive care and support.
- Explore the use of assistive technology to assist in the delivery of care.

# Residential and Nursing Homes (In borough)

21

We work with care homes across the borough as well as neighbouring authorities, with the level of involvement varying depending on individual needs, capacity, established relationships, and local commissioning arrangements.

| 65+ Residential & Nursing | Date of last inspection | CQC Rating           |
|---------------------------|-------------------------|----------------------|
| Astbury Manor             | February 2022           | Good                 |
| Beech House               | March 2021              | Good                 |
| Bickerton House           | April 2021              | Good                 |
| Berkshire Manor           |                         | Not yet inspected    |
| Bracknell Care Home       | April 2026              | Good                 |
| Bucklers Lodge            | May 2025                | Requires Improvement |
| Farley Garden             |                         | Not yet inspected    |
| Fourways Residential      | January 2023            | Good                 |
| Haldane House             | February 2024           | Requires Improvement |
| Heathlands Care Centre    | November 2024           | Requires Improvement |
| Pinehurst Care Centre     | March 2020              | Good                 |
| St Brendan's              | March 2022              | Good                 |
| St Davids                 | March 2022              | Outstanding          |
| St Christophers           | March 2022              | Outstanding          |

| Mental Health | Date of last inspection | CQC Rating           |
|---------------|-------------------------|----------------------|
| Edwina Place  | March 2023              | Requires Improvement |
| The Lodge     | October 2018            | Good                 |

There has been a substantial increase in demand for nursing placements since 2022/23 which has been met by exploring existing capacity in the local area, working closely with providers and developing local provision such as The Heathlands Care Centre.

Projecting Older People Population Information (POPPI) shows a projected 67.6% increase in people aged 65+ with dementia between 2025 and 2045, and a substantial increase in older people living in care homes, growing from 284 in 2025 to 492 by 2045



The Council commissions Homecare and Supported Living packages through established flexible Framework agreements.

The Homecare Framework delivers approximately 95% of Homecare packages. Where a framework is in place, the Council aims to deliver around 80% of service through that framework.

The current Homecare framework contract is due to end in September 2027. The Council will undertake a procurement process in 2026/27 to establish a new framework to replace the existing arrangements.

The initial term of the current Supported Living framework contract is due to end in July 2027. The contract includes an option to extend for a further three years.

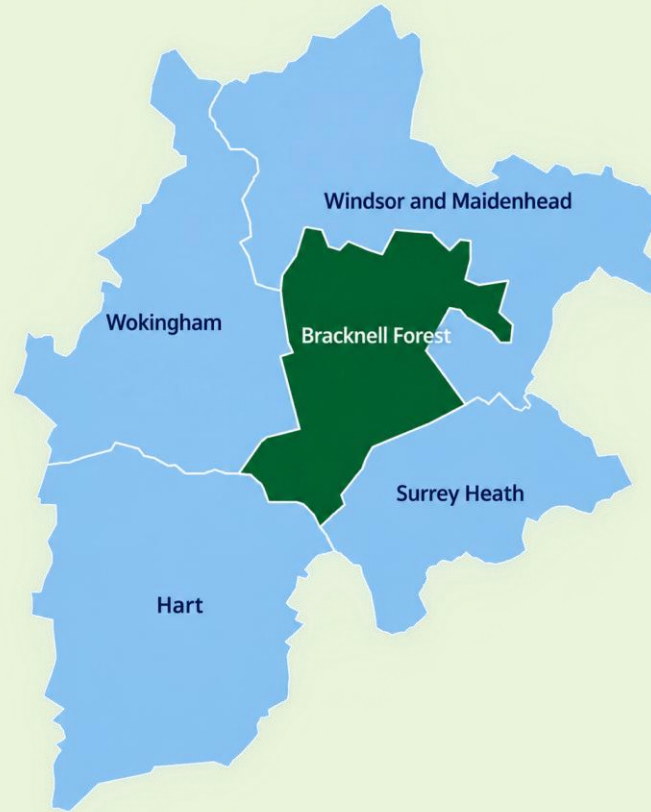


Spot contracts may be used in exceptional circumstances to meet specific needs. Due to the range of needs and specialisms, the Council recognises that there may be a higher need for Spot contracts to meet the needs of adults with Learning Disabilities and Autism. Before commissioning any care, the Council undertakes robust due diligence on Spot contract providers.

# In Borough / Neighbouring Boroughs / Out of Area <sup>23</sup>

In line with local and national policy, our priority is to provide support to people in Borough wherever possible if that is their choice.

'In borough' refers to placements within Bracknell Forest. 'Neighbouring boroughs' including Royal Borough of Windsor & Maidenhead, Wokingham, and parts of Surrey and Hampshire. We also have close working partnerships with the other Berkshire authorities West Berkshire, Reading and Slough. In borough placements are considered local placements due to the size of the Borough and our close proximity to neighbouring Boroughs.



If a placement or package of care is commissioned out of area due to individual choice or a specialist need, the Council will engage with the host local authority to seek appropriate assurance of quality and safety. This is carried out as part of our due diligence process prior to care starting and as part of our contract monitoring process.

Bracknell Forest is the second smallest unitary local authority in England.  
Due to the size of the borough, Bracknell Forest Council makes a distinction between In Borough / Neighbouring Boroughs and Out of Area.



The Council works collaboratively with neighbouring authorities across the region in managing the market capacity

# What we expect from providers delivering care in Bracknell Forest

## Person centred care



Provide high quality person focused care

## Strong governance



Adhere to compliance and ethical standards

## Use of technology



Utilise digital tools and systems effectively

## Ongoing professional development



Engage in continual learning and improvement

## Collaboration



Work effectively with partners

## CQC Rating

Good

Outstanding

## Standards

Meet CQC standards for excellent care

## Value for money

Competitive rates for high quality care

# Adult Social Care

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Community  
Mental Health  
Team for  
Older Adults

Access to Resources



Commissioning



Adult Community  
Team



Community Team  
for People with  
Learning  
Disabilities

Approaching  
Adulthood Team

The Hub



Emergency Duty  
Service

Safeguarding Team

Forest Care



Community  
Mental Health  
Team



Autism Team

Intermediate Care Team

Early Intervention and Prevention Team

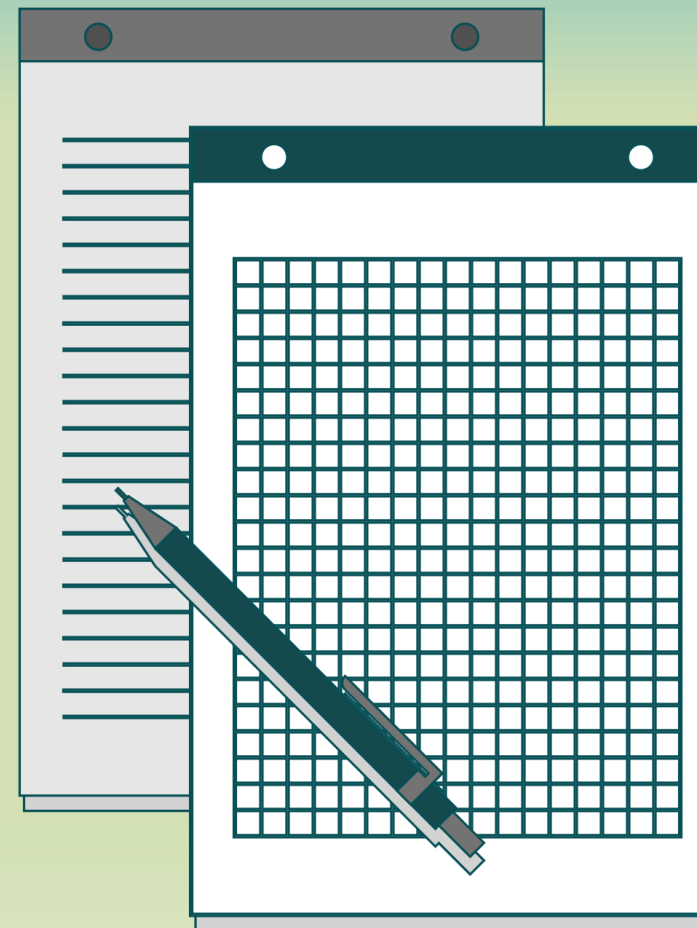
# How to engage with us and contact details



- We are committed to ongoing market engagement beyond procurement activity. Provider Forums are a key mechanism for market shaping, enabling commissioners and providers to share intelligence, identify emerging pressures, explore innovative approaches and co-design future services. We will continue to hold forums and engagement events to support collaborative commissioning and provide early visibility of future opportunities.
- We welcome dialogue with potential providers to understand their vision for delivering services that meet the needs of our residents.
- We carry out market testing to gain level of interest in new ideas that could be commissioned, and all tender opportunities are published on our e-procurement platform ProContract.
- We work collaboratively with surrounding authorities to explore shared solutions
- Please direct any enquiries to:  
**[Contracts.team@bracknell-forest.gov.uk](mailto:Contracts.team@bracknell-forest.gov.uk)**

# Appendix / Links

- [Bracknell Forest Special Educational Needs and Disabilities \(SEND\) Strategy 2023-2026](#)
- [Bracknell Forest Housing Strategy 2023-2028](#)
- [Dementia Needs Assessment 2025](#)
- [All-Age Integrated Carers strategy 2024-2029](#)
- [Bracknell Forest Public Health Portal](#)
- [Pan Berkshire Multi Agency Policies and Procedures](#)
- [Bracknell Forest Council website](#)
- [Bracknell Forest Strategies, Plans and Policies](#)



# How we developed the Market Position Statement

| Phase                         | Activity                                                                                                                                                                                                          | Outcome                                                                                |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Review & Benchmarking         | Reviewed national policy, CQC Local Authority Assessment Framework, regional Market Position Statements and best practice.                                                                                        | Identified opportunities and aligned priorities with national expectations.            |
| Understanding Our Residents   | Annual Adult Social Care survey, population analysis, trend analysis, Public Health data, demographic data, forums and partnership boards, feedback from individuals of lived experience.                         | Identified trends and needs, aligned priorities and strategic intentions.              |
| Understand Our Market         | Analysed demographic trends, demand, commissioning activity, market intelligence, workforce data, provider capacity and financial pressures over recent years.                                                    | Built a comprehensive picture of the current and future adult social care market.      |
| Internal Engagement           | Worked collaboratively across Adult Social Care, Operational Services, Commissioning, Quality Assurance, Contracts and Public Health to understand service pressures, future demand and commissioning priorities. | Ensured the MPS reflects operational experience and strategic priorities.              |
| Draft the MPS                 | Developed the first draft using evidence, data analysis and strategic priorities.                                                                                                                                 | Produced an evidence-based draft for consultation.                                     |
| Provider & Partner Engagement | Shared the draft with providers and stakeholders to seek feedback, challenge and suggestions for improvement.                                                                                                     | Strengthened the document through collaboration and market engagement.                 |
| Review & Refine               | Considered all consultation responses, incorporated feedback and refined content where appropriate.                                                                                                               | Produced a final MPS that reflects both Council priorities and market insight.         |
| Publication & Ongoing Review  | Published the MPS to inform future commissioning, investment and market development.                                                                                                                              | Established the MPS as a living document that will continue to evolve with the market. |

# How provider feedback strengthened the final Market Position Statement

| Provider Feedback                                                | Changes made to the MPS                                                                                                                                 |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wanted greater visibility of future commissioning opportunities. | Added clearer commissioning intentions, procurement timelines, and information on future commissioning opportunities.                                   |
| More emphasis Bracknell Forest's Home First ambition.            | Strengthened the Home First narrative throughout the document, linking priorities to prevention, independence, and reducing reliance on long term care. |
| Explain more around local market expectations.                   | Expanded sections on partnership working, quality assurance, and provider expectations to provide greater clarity for current and future providers.     |
| Needs more focus on technology and innovation.                   | Enhanced references to digital innovation, Technology Enabled Care and the role of technology in improving outcomes throughout the document.            |
| Highlight more carers and preventative support.                  | Increased emphasis on unpaid carers, prevention, early intervention and community-based support.                                                        |
| More encouragement around provider collaboration.                | Reinforced commitment to co-production, provider forums, market engagement and collaborative working with providers.                                    |
| Make the MPS more locally distinctive.                           | Strengthened Bracknell Forest specific priorities, commissioning intentions and local content throughout the document.                                  |