

PART ONE

Decision Maker: **Executive**
For Pre-Decision scrutiny by Adult Care and Health Policy Development and Scrutiny Committee on 17 September 2019

Date: **18 September 2019**

Decision Type: Non-Urgent Executive Key

Title: **GATEWAY REPORT - EXTENSION TO THE DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT WITH VIBRANCE - AND APPROVAL TO COMMENCE TENDER FOR A DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT**

Contact officer: Garnett Clough, Commissioning Officer
Tel: 020 461 7304 E-mail: garnett.clough@bromley.gov.uk

Chief Officer: Kim Carey – Director of Adults Social Care

Ward: All

1. REASON FOR REPORT

- 1.1 This Gateway Report seeks agreement to apply the second and final formal 1 year extension of the Direct Payments Support and Payroll Service Contract, from 8 April 2020 to 7 April 2021 and approval to commence a full tender exercise for a new Direct Payments Support and Payroll Service Contract by end 2019.
- 1.2 The current contract was awarded following a competitive tender and commenced in April 2017 for a period of two years with the option to extend up to a further two years on a 1 year +1 year basis. The 2nd extension from 8 April 2020 will allow time for the implementation of the Pre-Payment Cards in Bromley as outlined in Option 1 – 4.8.2 below.
- 1.3 The additional rationale for the extension is that (as demonstrated in Section 4.2 and 5.2) the provider is delivering a good service and is operating in accordance with the current contract and service specification. Additionally the service was reviewed with a satisfactory outcome in April 2018 and again in June 2018. In summary there is compelling justification and benefits from the contract extension, which also guarantees no increase in the budget for a further year (retaining the 2017 price).

- 1.4 It is proposed that following a competitive tender the new contract will commence in April 2021 for a period of five years with the option to extend up to a further two years on a 1 year +1 year basis.
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2. RECOMMENDATIONS

- 2.1 Members of the Adult Care and Health PDS Committee and Executive are requested to note and comment on the report.

The Portfolio Holder is recommended to approve:-

- 2.2 That the contract with Vibrance is extended for a period of 1 year, from 8 April 2020 – 7 April 2021. To run continuously from the current contract to enable the Council to have arrangements in place to fulfil its statutory duties.

Executive are recommended to approve:-

- 2.3 The commencement of a formal tender process for a Direct Payments Support and Payroll Service Contract, by the end of 2019 to ensure a new service is commissioned at the end of this extension. The new service will commence on 8 April 2021 for a period of 5 year with an option to extend by a period of up to but not exceeding 1 year followed by a further period of up to one year.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None

Corporate Policy

1. Policy Status: N/A
 2. BBB Priority: Supporting Independence<please select>
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Financial

1. Cost of proposal
 2. Ongoing costs:
 3. Budget head/performance centre:
 4. Total current budget for this head:
 5. Source of funding: Council's General Fund
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Staff

1. Number of staff (current and additional): NA There are no London Borough Bromley employed staff affected by this contract extension.

The contract is monitored by the Council and Liberata staff

2. If from existing staff resources, number of staff hours: NA
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Legal

1. Legal Requirement: <please select>
 2. Call-in: <please select>
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): March 2019 there were 351 Registered employers (Service Users)
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Direct Payments (DP) are sums of money (personal budgets) paid to people who have been assessed by the local authority as meeting the eligibility criteria for care services. A DP allows people to receive cash payments from their local authority instead of care services and gives people much more flexibility and greater choice and control on how their support service is arranged.
- 3.2 The DP Support and Payroll Service Contract enables the Council to fulfil its statutory duty to provide DP as well as meeting its target to increase DP take up in Bromley.
- 3.3 A Direct Payment can be used to purchase the following:
- Personal Care;
 - Domiciliary Care;
 - Short Term Breaks (Respite);
 - Day Care;
 - Assistance to attend an activity; or
 - Services including equipment to help meet people's assessed needs

3.4 The Direct Payments Support Service

This service, directly commissioned by the London Borough of Bromley includes the following elements:

- **Information and advice** regarding DP to new and current user
- **Support planning** (Self Directed Support) putting the person at the centre of the support planning, ensuring choice and control over how their individual budget will meet their assessed needs and outcome. This will include the DP user linking with other self-directed, community based services
- **Finding Personal Assistants 'PA's'** - people who provide flexible care and support, based on individual needs. Vibrance do this by:
 - Helping people identify personal assistants in their own network;
 - Using the Vibrance personal assistant finding webpage called LinkMeUp, where personal assistants can register, complete references and Disclosure and Barring checks so they are ready to start work
 - In addition, they assist with advertising locally for a personal assistant for a particular person if the other two routes are not fruitful.
- **Payroll Service** for DP users to pay their personal assistant includes:
 - A general offer including managing timesheets, payroll, tax and pension payments, or
 - Fund holding - A fully-managed, account-holding service where all the funds are managed by the payroll service, where there is no one else available to do this and includes holding funds in individual accounts on behalf of Service Users, payment to employees and HM Revenues & Customs
- **The promotion of Direct Payments in Bromley**

- Contribution to the promotion and support of the development of DP in Bromley.

3.5 These figures show the areas of support provided by Vibrance and the number of Service Users who have been accessing these services from April 2018 to March 2019.

- Number of Registered Employers (Service Users) 351
- Payroll Service with Fund Holding Managed (holds funds in individual accounts on behalf of the Service User): 266
- Payroll Service process only (Service User holds own funds): 80
- Support Planning: 12
- Total number of people accessing Information, Advice and Guidance: 238 (159 new +78 additional work)
- Number of employed Personal Assistants registered in the Borough: 797
- Number of PA's utilised in February 2019 – 380

3.5.1 Review of the support provided to Direct Payments users

The contract is monitored through quarterly contract management meetings to ensure compliance with the terms of the contract and specification including the Key Performance Indicators (KPI) which were revised in October 2018 and will continue to be reviewed annually. A Quality Assurance Framework review (QAF) is conducted annually. DP Champions were asked to gather feedback from their teams about any issues/strengths of the Vibrance contract (See section 5.2 below). There were no safeguarding issues identified as a result of Vibrance practice identified and no substantial concerns were raised.

3.5.2 Delivery levels have increased on previous years and are expected to increase further following the implementation of Prepayment Cards (a card similar to debit card), controlled by the local authority and the person, loaded with people's Personal Budget for them to manage themselves and monitored remotely by the local authority. Vibrance is considered to be providing an effective and efficient service in all areas of the contract. All referrals are responded to on the date of receipt of referrals within the set timescales included in the Service Specification and a detailed explanation is provided in a Narrative Report if there are lapses in meeting timescales.

3.6 A Quality Assurance Framework review (QAF) was conducted in April 2018. This assessed the performance of the contract during the first year as being satisfactory.

3.7 Review of Direct Payments

3.7.1 The Education, Care and Health Service Department (ECHS) are currently carrying out an extensive review of DP. This encompasses Adults, Health, and Children and Young People with Disabilities. A key objective is to increase the number of adult DP users. The main areas of focus have been:

- Review of the DP process
- Review of Service Specification
- Review of the support provided to people with DP
- Implementation of Prepaid cards
- Increasing the offer of DP's

3.7.2 The review included surveys, interviews, working with voluntary organisations such as (Mencap) regarding people with learning disabilities to ensure engagement. It also included working with a user led and community based organisation i.e. Bromley Experts by Experience user focus groups.

3.7.3 Surveys were sent to all DP users in Bromley with questions covering the DP process and the support provided by Vibrance. The result of the survey revealed that 91% of respondents were either very satisfied (49%) or quite satisfied (42%) with their DP.

4. SUMMARY OF THE BUSINESS CASE

4.1 The contract with Vibrance supports the Council in meeting its statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014 which supports people to have choice, control and independence in choosing the service that meets their individual needs.

4.2 The current contract was awarded following a competitive tender and commenced in April 2017 for a period of two years with the option to extend up to a further two years on a 1 year +1 year basis. The contract is now in its first +1 year extension period that commenced on 8 April 2019 – 7 April 2020.

4.3 It is proposed that the final 1 year extension is approved to allow time for a full tender exercise for a new Direct Payments Support and Payroll Service Contract to begin. In the meanwhile the Pre-Payment Cards will be implemented in Bromley and later reviewed to ascertain the effect they have on the Direct Payments Support and Payroll platform, which will ultimately inform the commissioning strategy and development of a new service specification and contract for this service. It is proposed to commence the tender for this service by end of 2019 to ensure a new contract is in place by 8 April 2021.

4.4 An Equalities Impact Assessment has been completed in advance of the tender to ensure that no group (Protected Characteristics) is directly or indirectly discriminated against in this service provision.

4.7 SERVICE PROFILE/DATA ANALYSIS

Key Performance Indicators (KPIs) and Desired Outcomes for this contract was updated through a Contract Change Notice in October 2018. KPIs have been set for each area of the service delivery (Information, Advice, Guidance, Payroll and Support Planning).

Revised KPIs in force from November 2018

Service Area	Performance Indicator	Target	Provision of Monitoring information
Information, Advice and Guidance	Period between the initial referral and making contact with the service area	95% within 3 working days	Qtrly Monitoring Meeting
	Period between referral and date of the first visit to Service User	(75%) 7 working days (10 days in total from date of referral)	Qtrly Monitoring Meeting
	Number of complaints dealt	98%	Qtrly Monitoring

	with in compliance with the Provider's internal QA system and procedures (IAG)		Meeting
	Level of Service User satisfaction	90% satisfied	Annual Satisfaction Survey
Payroll Service	Period between set up notification and set up as an employer	95% within 5 working days	Qtrly Monitoring
	Number of complaints dealt with in compliance with the Provider's internal QA system and procedures	98%	Qtrly Monitoring
	Level of Service User satisfaction	90% satisfied	Qtrly Monitoring
	Accuracy level for payrolls processed including return to the HMRC	95%	Qtrly Monitoring
	Number of pension auto-enrolments completed within legislative time lines	100%	Qtrly Monitoring
	Number of Complaints (Payroll)	Less than 5% of total payroll transactions in the quarter	Qtrly Monitoring

- 4.7.1 The revised KPIs are outcome focused and are used to robustly monitor the contract. It was not possible give a full report on the new KPIs as they were introduced during the penultimate quarter of the year. Officers meet with the provider on a quarterly basis where performance targets are examined and discussed. The provider has committed additional resources to fully deliver on the new KPIs at no extra cost.
- 4.7.2 The number of referrals increased by 40% in the 4th Quarter of 2018/19 from 33 in 3rd Quarter, to 55 in the 4th Quarter. The new KPIs are now fully embedded, the provider has implemented a new structure to address the increase in referrals and they have appointed an additional Self Directed Support Co-ordinator, allocated to the provision of Information, Advice and Guidance.
- 4.7.3 An example of the Desired Outcomes are attached in Appendix 1. By the service supporting clients to use DP, the service is expected to meet the Desired Outcomes.
- 4.7.4 In order to ensure delivery and improvement to the present and future KPIs, Officers will continue to monitor the performance targets quarterly at Contract Management meetings and review the KPIs and Outcomes annually to ensure they are still relevant and fit for purpose to support the Council to meet its statutory duties and vision.

4.8 OPTIONS APPRAISAL 1 – EXTENSION

4.8.1 The following options have been considered at this time:

4.8.2 **Option 1 - Recommended - Extend current contract for the permissible 1 year (8 April 2020 – 7 April 2021)** – The extension would ensure continuation of the service provided by Vibrance and would support the Council in meeting its statutory

duty in providing Direct Payments under the Care Act, Care and Support (Direct Payments) Regulations 2014. The extension will allow time for the implementation of Pre-Payment Cards in Bromley and its impact on the current service and uptake of DP in Bromley to established.

4.8.3 Officers have discussed with Vibrance the possibility of extending the contract for the permissible 1 year extension period and Vibrance are keen to continue providing this service at no extra cost. The provider also demonstrated in section 4.2 and 5.2 that they are delivering a good service in accordance with the current contract and specification.

4.8.4 Option 2 - Tender as is - Not Recommended, this is not a viable option as the service would be tendered on the present contract and specification and would not allow consideration of the current review to be included in the new service. It would also be a tight timeline to contract and implement by April 2020.

4.8.5 To fully understand the impact of Pre-Payment cards on uptake of DP in Bromley, it would be preferred to have the new system in place for at least 6 months in order to fully evaluate its impact on the Direct Payments Support and Payroll service.

4.8.6 Option 3 - Decommission the service (Not Recommended) - Not a viable option as the Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014.

4.8.7 OPTIONS APPRAISAL 2 – COMMENCE OPEN TENDER FOR NEW DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT

4.8.8 The following options are being considered: The recommendation is to proceed to procure once approval to the extension of the present contract with Vibrance from 8 April 2020 has been agreed and approval to commence open tender for a new Direct Payments Support and Payroll Service Contract by end 2019.

4.8.9 Option 1: Commence Tender (Recommended)

4.8.91 Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014. It is proposed that a formal tender process for a new Direct Payments Support and Payroll service to commence in January 2020. A new service specification will be developed based upon best practice, experience gained through years of contract monitoring, user feedback, and any learning gained from the implementation of prepayment cards in Bromley. The following areas would be reviewed in the development of a new service specification.

- Service description - client group, referral route
- Monitoring data, feedback from Service Users
- Service provision under the contract and an indication of the volume
- Key performance Indicators and outcomes (included in 4.7 and Appendix 1 which were reviewed in October 2018)
- Co-production

4.8.92 Pre-Payment Card Evaluation Period

4.8.93 To fully understand the impact of Pre-Payment cards on the uptake of DP in Bromley, it would be ideal to have this service in place for at least 6 months in order to fully evaluate its impact on DP uptakes and the IAG service.

4.8.94 During the six month Pre-payment evaluation period, the pre-tender process will begin. This is to ascertain the most efficient and value for money specification that will be required to deliver and support the Council's overarching direct payment strategic direction. This will include:

- evaluate the impact of pre-payment cards on the uptake of DP in Bromley and apply the learning to new specification benchmarking
- review and development of tender evaluation criteria based on the new service requirements
- test market, review the model of service required for the future, including in order to determine the future commissioning strategy
- begin stakeholder consultation and engagement plan which will be founded on a co-production approach.
- assess and test the market in order to determine the future commissioning strategy
- Annual review of KPI's

4.8.95 It is recommended that a tender process commence for a new contract to start on 8 April 2021 for a period of 5 years with an option to extend for a period up to but not exceeding 1 year, followed by a further period of up to one year. (Procurement route/strategy is outlined in 6.1 below).

4.8.96 Option 2: Bring the service In-house (Not Recommended)

4.8.97 This option is not viable as Officers considered bringing the service in house during the Direct Payment Review carried out in 2018 and concluded that this is a specialist service that could potentially cost the council more to provide directly.

4.8.98 Decommission the service (Not Recommended)

4.8.99 Not a viable option as the Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014.

4.9 PREFERRED OPTION

4.9.1 See Option Appraisal 1 and Option Appraisal 2 - paragraph 4.8 .2 and 4.8.9 above.

4.9.2 Under the terms and conditions outlined in 4.8.2, Vibrance is in agreement with the extension of the contract for an additional 1 year period. It is proposed that the contract with Vibrance is extended from 8 April 2020 to 7 April 2021 to ensure the Council meets its legal obligations to provide DP.

4.9.3 It is also proposed that a formal tender process for a new Direct Payments Support and Payroll service with one provider commences in by end 2019. The new contract will begin on 8 April 2021 for a period of 5 year with an option to extend up to but not exceeding one year followed by a further period of up to one year.

5. STAKEHOLDER ENGAGEMENT

5.1 A Service User consultation was conducted by the Council in 2018 during the Direct Payments review and the service provided was found to be satisfactory.

5.2 In order to get a view of the service provided by Vibrance feedback was sought from the Council's Direct Payments Champions on all areas of support provided by Vibrance during the Direct Payments Review and at Self-Directed Support group Meetings. Feedback was as follows:

- Recruitment of Personal Assistant - Linkup register, it was felt that the Vibrance Link Me Up register is needed as it provides a list of PAs in the locality and it would be harder to source PAs without Linkup.
- Advice and Support to new and existing clients – Vibrance help with areas such as Tax, National Insurance, HMRC and Payroll
- Payroll Services (general and fund holding managed service) – without this function, the employer (Service User) would have to do their own monitoring which is burdensome. There would be a higher risk of mismanaging surplus and the Service User would have no one to consult with on complex matters
- Promotion of Direct Payments – It is a major selling point that Bromley commission these services, without this we cannot promote DP as effectively and we cannot offer as much reassurance to potential Service Users/employers

5.3 The current provider will continue to engage with stakeholders throughout the lifetime of the contract. A formal stakeholder engagement will be conducted during a competitive tender process which is expected to begin at the end of 2019.

5.4 Discussions will continue with service users and stakeholders throughout the tender process to ensure their involvement in order for the service to be co-produced.

6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS - EXTENSION

6.1 Procurement Strategy and Contract Proposal: Authorisation is sought from the Portfolio Holder, to extend the current contract with Vibrance (final +1 year), from 8 April 2020 to 7 April 2021. The extension would be based on the current contract and specification and performance targets as the current provider are meeting all of the requirements.

6.2 Proposed Contract Period – 8 April 2020 to 7 April 2021 (final +1 year extension)

6.3 PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS - NEW CONTRACT

6.4 Procurement Strategy and Contract Proposal: Approval is sought from the Adult Social Care Executive, to commence a tender process for a new Direct Payments Support and Payroll Service Contract to start at the end of the extension period on 8 April 2021 for a period of 5 year with an option to extend up to but not exceeding one year followed by a further period of up to one year.

6.5 Indicative timetable for the procurement of new Direct Payments Support and Payroll Service Contract. The following table details the proposed elements of the procurement process.

Activity	Date from	Date To
Market Engagement	End 2019	Feb 2020
Tender Period	March 2020	May 2020
Tender close and evaluation and Interviews	June 2020	July 2020
Award report authorisation	August 2020	September 2020
Notification and Mobilisation	September 2020	April 2021
Commencement of contract	8 April 2021	

- 6.6 It is proposed to tender both the Support Service and Payroll service with one provider as outlined in (4.8.7 above) on the basis of the learning from the previous tender where the service was procured in two lots then awarded to Vibrance on a single contract bringing in some efficiencies.
- 6.7 The contract specification will be informed by the market engagement, co-production, current provider performance data and learning from Prepayment card implementation as outlined in 4.8.91 and 4.8.94 above.
- 6.8 Proposed Contract Period – 8 April 2021 to 7 April 2026 (5 years with a 2 year extension option)**
- 6.81 Tenders will be awarded on the basis of price (60%) and how bidders have answered and evidenced their responses against award criteria (40%).
- 6.8.2 The selection criteria for the new contract will be in two stages as detailed below. In order to progress to stage 2 organisations must pass stage 1. The Key Performance Indicators and Outcomes that will be applied to the contract are included in 4.7 and Appendix 1. Included below is indicative Stage 2 Questions.

Indicative Stage 2 Questions

- | | |
|--|--|
| 1. Mandatory Finance Question (5%) | 6. Safeguarding and Whistleblowing (10%) |
| 2. Mandatory GDPR Question (10%) | 7. Risk Management (10%) |
| 3. Service Delivery and Organisational Structure (15%) | 8. Quality Assurance (10%) |
| 4. Innovation and Social Value (10%) | 9. Service Demand (10%) |
| 5. Service Development (10%) | 10. Conflict of Interest (10%) |

7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 The Council recognises that people with a social care need may require help to plan what outcomes they want to achieve with their DP as well as support to manage their budget and ensure they are fulfilling their legal and financial responsibilities as an employer. The provision of appropriate accessible Direct Payments Support and Payroll service is a key element in successfully implementing the DP scheme in Bromley.

7.2 The service delivered by Vibrance supports the Council in meeting their statutory duty and vision by helping people to maximise their independence, giving them choice and control about who and how their care services are delivered to help them to remain healthy and safe in their own home for as long as possible.

7.3 No groups are considered to be disadvantaged by the proposals in this report.

8. POLICY CONSIDERATIONS

8.1 The Direct Payments Support and Payroll Service enables the Council to fulfil its statutory duty to provide Direct Payments under sections 31 to 33 of the Care Act 2014, and the Care and Support (Direct Payments) Regulations 2014

9. IT AND GDPR CONSIDERATIONS

9.1 The contract has been updated to ensure it is GDPR compliant and Vibrance has signed the contract variation document.

The internal business process is under review and we are working with the current provider to optimise how we deliver Direct Payments in Bromley.

10. PROCUREMENT RULES

10.1 This report seeks a one year extension to the Contract with Vibrance, utilising the formal extension option built into the Contract.

10.2 The Council's requirements for authorising an extension are covered in CPR 23.7 and 13.1. For an extension this value, the Approval of the Portfolio Holder following Agreement by the Chief Officer and the Assistant Director Governance & Contracts must be obtained.

10.3 Following approval, the extension must be applied via a suitable letter, or similar, as specified in the Contract.

10.4 This report also seeks approval to proceed to procurement on the retendering of the provision of Direct Payments Support and Payroll Service Contract for duration of five years with a two year extension option..

10.5 A two stage process will be used and a timetable is included in Section 6 of this report.

10.6 Due to the estimated contract value and the classification of the contract as a services contract, the procurement process shall comply with the Public Contract Regulations 2015 for an OJEU procurement process. These obligations include the following:

- i) The tender must be advertised in OJEU and Contracts Finder.
- ii) The relevant contract award notices must subsequently be published.
- iii) The procurement must comply with EU Treaty principles of transparency and equal treatment.
- iv) The procurement must conform with the information provided in the OJEU advert regarding any conditions for participation; time limits for contacting/responding to the authority; and the award procedure to be applied.

v) Time limits imposed, such as for responding to adverts and tenders, must be reasonable and proportionate.

- 10.7 The Council's specific requirements for authorising proceeding to procurement are covered in 1.3 of the Contract Procedure Rules with the need to obtain the formal Agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value.
- 10.8 In compliance with the Council's Contract Procedure Rules (Rule 3.6.1), this procurement must be carried out using the Council's e-procurement system.
- 10.9 The actions identified in this report are provided for within the Council's Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

11. PERSONNEL CONSIDERATIONS

- 11.1 There is no Bromley staff directly delivering the service. Should the contract be retendered in the future, then TUPE considerations may apply to the current provider.

12. LEGAL CONSIDERATIONS

- 12.1 As detailed in in this report a further extension of the Contract with Vibrance is requested. Under clause 2.2 the contract can be extended after the initial period for a further 1 year plus another 1 year. This report deals with the second extension – from 8 April 2020. As detailed in Section 10 the extension requirement has to comply with both Public Contract Regulations and the Councils Contract Procedure Rules. The tender process that has been carried out and the contract included the ability to extend the contract.
- 12.2 The contract will need to be extended in accordance with the contracts requirements. Legal in put can be sought if required.

In addition this report also seeks approval to proceed to procurement on retendering of the provision of Direct Payments Support and Payroll service for a contract duration of five years with an option to extend.

Given the estimated value of the contract and the services required the procurement will be subject to The Public Contract Regulations 2015 as detailed in section 10 of this report.

In addition for approval to proceed to procurement for a contract of this value must be sought in compliance with the Councils own Contract Procedure Rules. (Rule 1.3)

The procurement must also be carried out in accordance with the Councils requirements as detailed in section 10.8.

The report details how this procurement is to be carried out and is in accordance with the Councils requirements

Appendix 1

DESIRED CUSTOMER OUTCOMES

NOTE: All the information below is to be recorded separately for children and adults. Conversation/contact must be made to the Care Management regarding any anticipated delays in the referrals process e.g. service user declining DP, joint visit with care management.

An Outcome Focused Service User Satisfaction Survey (based on the outcomes below) must be handed out at the initial meeting with service user for completion after their Direct Payments has been setup. By supporting clients to use Direct Payments, the Service is expected to deliver the following outcomes to clients and their carers.

Outcomes	Indicators	Evidence
1) I feel supported and enabled to exercise Choice and Control in meeting my needs.	<ul style="list-style-type: none"> ▪ <i>Clients define and realise goals and aspirations through support planning, mutual support and provision of advice and information.</i> ▪ <i>Clients define when, how and by whom support is provided.</i> ▪ <i>People from black and minority ethnic communities are enabled to access services appropriate to them.</i> 	<ul style="list-style-type: none"> ▪ Individual person centred Support Schedules ▪ Outcomes of reviews ▪ Client feedback
2) My Health and wellbeing is supported and maintained.	<ul style="list-style-type: none"> ▪ <i>Quality of life is improved through access to appropriate individualised support</i> ▪ <i>Physical and mental well-being are positively maintained to their highest possible level.</i> 	<ul style="list-style-type: none"> ▪ Numbers progressing to higher level services ▪ Access to health related activities ▪ User feedback.
3) My Independence is actively promoted.	<ul style="list-style-type: none"> ▪ <i>Clients develop, regain or retain skills required for independence</i> ▪ <i>Clients acquire new skills e.g. staff management, organisational, financial;</i> 	<ul style="list-style-type: none"> ▪ Activity Schedules ▪ Support Schedules ▪ Client feedback
4) My family is supported in maintaining their caring role	<ul style="list-style-type: none"> ▪ <i>Carers receive regular breaks and access to advice and information.</i> ▪ <i>Carers' are able to purchase service solutions that provide support tailored to meet their needs, life style and other commitments, supporting their ability to continue caring</i> 	<ul style="list-style-type: none"> ▪ Carers Assessment ▪ Feedback from carers (Via User satisfaction Survey)