

Report No.
ACH22-007

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker:	EXECUTIVE WITH PRE-DECISION SCRUTINY FROM ADULT CARE & HEALTH POLICY DEVELOPMENT & SCRUTINY COMMITTEE		
Date:	30th March 2022		
Decision Type:	Non-Urgent	Executive	Key
Title:	AWARD OF CONTRACT PRIMARY AND SECONDARY INTERVENTION SERVICE		
Contact Officer:	Ola Akinlade, Integrated Strategic Commissioner Early Intervention, Prevention and Community Services Commissioning, Programmes Division.		
Chief Officer:	Kim Carey, Interim Director of Adult Social Care, London Borough of Bromley Angela Bhan, Managing Director, Bromley Clinical Commissioning Group		
Ward:	All Wards		

1. REASON FOR REPORT

- 1.1 This report seeks Executive approval to award the Primary and Secondary Intervention service (PSIS) contract, scheduled to commence on 1st October 2022, to the successful bidder.
- 1.2 This request to award follows on from the approval by Executive on the 30th of June 2021, for commissioners to re-tender the PSIS contract to enable the commencement of a new service contract from 1st October 2022. The Service is jointly commissioned by the London Borough of Bromley (LBB) and South East London Clinical Commissioning Group (SELCCG) with LBB as the lead commissioner for the service.
- 1.3 This award report sets out the results of the tendering process for the provision of the PSIS contract which resulted in negotiated dialogue with the sole bidder and recommends the award of Contract. This Report should be read in conjunction with the Part 2 award Report.

2. RECOMMENDATION(S)

- 2.1 Adult Care and Health Policy Development & Scrutiny Committee (ACH PDS) are asked to review this report and provide comments prior to the report proceeding to Executive for decision.
- 2.2 Executive is recommended to:
- 2.2.1 Approve award of contract for the provision of the Primary and Secondary Intervention Service as detailed in the accompanying Part 2 Report. The proposed contract will commence on 1st October 2022 for the period of five years plus the option to extend for up to two years.
- 2.2.2 Approve delegated authority to the Director of Adult Services to apply the 2-year contract extension, subject to agreement with the Portfolio Holder, the Director for Corporate Services, the Director of Finance and the Assistant Director, Governance and Contracts as determined by Contract Procedure Rules.

Impact on Vulnerable Adults and Children

1. Summary of Impact: This Service offers a wide range of third sector early intervention and prevention support services, aimed at delaying and preventing crises and supporting local people to remain independent. The service is aimed at Adults but also includes direct provision for children, which positively, but indirectly benefits the whole community.
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Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Supporting Independence Healthy Bromley and supports all of the 5 Making Bromley Even Better ambitions.
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Financial

1. Cost of proposal: Detailed in Part 2
 2. Ongoing costs: Detailed in Part 2
 3. Total current budget for this head: £2.850m
 4. Source of funding: Better Care Fund, Adult Social Care, South East London Clinical Commissioning Group
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Personnel

1. Number of staff (current and additional): Not Applicable
 2. If from existing staff resources, number of staff hours: Not Applicable
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Legal

1. Legal Requirement: Non Statutory-Government Guidance:
 2. Call-in: Not applicable
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Procurement

1. Summary of Procurement Implications: The procurement was undertaken in compliance with the requirements of the Public Contracts Regulations 2015. This report recommends the award of a contract, following a compliant tender process, for a 5 + 2 contract.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 10,000 clients per annum
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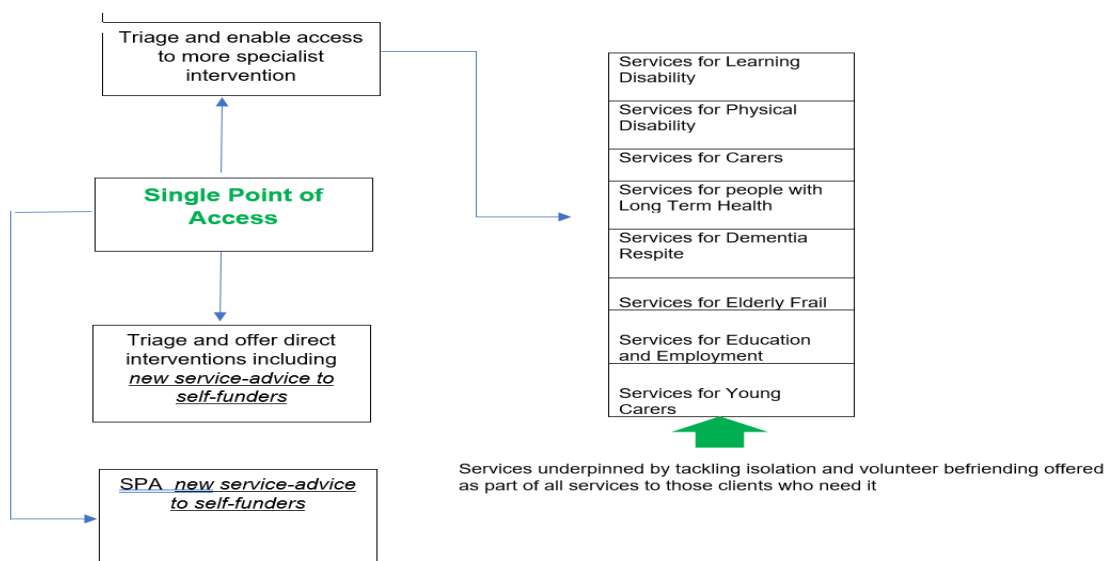
Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1. The Primary and Secondary Intervention Service (PSIS) targets Bromley residents who may be at risk of requiring long term packages of care, at risk of a hospital admission or increased involvement from statutory health and/or social care services and offers prevention and early intervention services across nine care and service pathways, with the aim of reducing this risk. The service also addresses wider issues that affect residents' personal outcomes such as housing issues, dealing with debt and maximising income, managing health conditions and other health and social care issues. The service offer includes a single point of access that acts as a triage point and more specialist prevention and early intervention services for those residents who require it following triage. The service is mainly for adults aged 18 or over although it also offers a young carers pathway. (These services detailed below in sections 3.5 and 3.6 of this report.)
- 3.2. The Gateway Report No. (CS/7033) secured approval from Bromley Executive for the award of the current PSIS contract which commenced on 1 October 2017. The service helps to support the delivery of the Local Authority duties under the Care Act 2014¹ with a focus on a prevention and early intervention offer and promotion of health and wellbeing for the residents of Bromley. The contract is jointly commissioned by London Borough of Bromley (LBB) with the then Bromley CCG (now SELCCG.) with LBB as the lead commissioner.
- 3.3. There are no further options to extend the current contract and a procurement exercise has been undertaken following Executive approval of the recommendations set out in the Gateway Report No. ACH21-030 on the 30th of June 2021 to tender for the contract via open tender procedure. Details of the procurement exercise process (including the open Tender process) are included in Part 2 of this report.
- 3.4. The procurement process has been undertaken in accordance with the timescales, service pathways and criteria set out in the June 21 Gateway Report and the planned service pathways for the tendered service are detailed below in Diagram 1

3.5 *Diagram 1 PSIS Service Pathway*



¹ [40573_2902364_DH_Care_Guidance_accessible_pdf_\(publishing.service.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/40573/2902364_DH_Care_Guidance_accessible_pdf_(publishing.service.gov.uk))

3.6 Each of the nine service pathways above are described below:

- *Single Point of Access*: This pathway acts as a triage point for residents accessing PSIS and provides information advice and guidance, enables access to specialist PSIS pathways and acts as a point of referral to wider non-PSIS services in the community.
- *Elderly Frail Pathway*: This pathway provides support to elderly frail residents and supports discharges from hospital, provides hospital aftercare, sitting services for those discharged from hospital and a handyperson service.
- *Long Term Health Conditions Pathway*. This pathway provides support to residents with long term health conditions through the delivery of healthy living workshops, advice on how to manage long term health conditions and information, advice, and guidance,
- *Education and Employment Pathway*: This pathway provides education and employment support for residents with a focus on those with learning and physical disabilities to improve education and employment outcomes.
- *Physical Disabilities Pathway*: This pathway supports people with physical disabilities who experience an impairment that affects their mobility, functioning or dexterity and helps residents to improve and maintain their independence.
- *Learning Disability Pathway*: This pathway supports those residents with a learning disability with low level interventions, including advice, guidance, and support with accessing mainstream services to improve their confidence.
- *Young Carers Pathway*: This pathway supports young carers enabling them to access carers assessments as well as support in terms of their education and training and with information advice and guidance.
- *Adult Carers Pathway*: This pathway supports adult carers enabling them to access respite services and supporting them to maintain their independence.
- *Dementia Respite Pathway*: This pathway provides Dementia Respite services for carers of those with Dementia.

3.7 Key Service changes

The Gateway Report No. ACH21-030 proposed and secured PDS approval for the following key changes to be made to the current contract :

- The provision of a consistent and comprehensive Information, Advice and Guidance offer to social care self-funders living in the borough.
- The development of a PSIS Central Programme Management office for more effective co-ordination of projects.
- The development of a more effective customer relationship management system to enhance data flow and improve the evaluation of the impact of PSIS on key service outcomes.
- The development of a service offer to reduce isolation and loneliness and enhance the service befriending offer across all pathways

- The enhancement of the service digital offer and customer interface with services enabling access to self-assessments as appropriate.
- The removal of the Mental Health pathway from the new service contract and alignment to the Mental Health Hub whilst retaining a wellbeing offer across all pathways
- The inclusion of a Dementia Respite pathway.
- The adoption of strength-based approach to enhance the independence of residents

3.8 These service changes are also reflected in the development of additional Key Performance Indicators² for the new service commencing 1st October 2022 including:

- Setting targets to ensure that service users receive timely assessments
- Measuring income maximisation activity to improve residents independence and wellbeing.
- Measuring how many residents are supported into volunteering
- Measuring the number of residents who receive befriending interventions as well as self-report around the reduction in feelings of loneliness and isolation.
- Providing information, advice, and guidance to self-funders to improve access to consistently high levels of support and advice to self-funders.
- Demonstrating added social value.

3.9 Detailed below is a high-level mobilisation plan.

April 22	May 22	June 22	July 22	August 22	September 22	October 22
Review of service mobilisation plan submitted as part of tender	Review of mobilisation plan with successful bidder	Review actions from Month 1 and 2				
Development of Communication plan	Initiate project plan and project groups	Confirm final 90-day mobilisation plan with successful bidder and stakeholders	Implement mobilisation plan, review operational delivery of service pathways, capture of KPIs and Governance Arrangements			
Stakeholder engagement	Review of actions from previous month					
Risk Planning						
Initial project plan						New Service commences

The mobilisation process as well as the contract will be monitored by LBB and SELCCG commissioners via quarterly meeting with the provider and with the support of the LBB Quality Assurance Team

² A list of KPIs is detailed in Appendices 1 and 2
Contract Award Report Member Decision
June 2021

3.10 Market Considerations

Bromley Council's current Primary and Secondary Intervention service has been delivered by Bromley Third Sector Enterprise (BTSE) since 1st October 2017. To stimulate interest from potential suppliers and to gain feedback on the commissioning proposals, two virtual soft market engagement events were held in May and August 2021 via TEAMS. These events were attended by 11 organisations. The events comprised of presentations by key Commissioners from the Council and SELCCG and group discussions that were used to help finalise the service specification, tender documents and encourage providers to form new partnerships. The events indicated that there was significant interest in delivering the service although there were variations in provider experience of delivering across all the pathways.

Following the engagement events, Community Links Bromley were asked to support interested Bromley based organisations and voluntary sector providers to develop consortia or partnerships in order to stimulate bids for the Service.

3.11 Stakeholder Engagement

Service user engagement has been a key component of this service and extensive stakeholder engagement forms part of quarterly monitoring reports (Fourteen three-monthly client feedback sessions over the life of the current contract) and this feedback has been incorporated into service redesign. In particular, feedback has demonstrated high satisfaction levels with the current service provision and feelings of improved independence following service pathway intervention.

As part of the service review which commenced in July 2019, surveys were conducted with service users across all pathways which again highlighted high levels of satisfaction with the delivery of services while advocating increased access to peer led support and workshops which is reflected in the new service offer. The findings of the review were also reported at the October 2019 PDS meeting.

Between January 2020 and August 2021 commissioners conducted in excess of 10 events across LBB and SELCCG engaging with Adult Social Care and SELCCG staff including clinical and care management groups. The events looked at the service offer, outcome data from the PSIS service, proposals for delivering the service models, gaps in services provision and the incorporation of feedback as part of reviewing the new service offer.

The feedback from these stakeholder events was incorporated into the service model which was further refined via potential supplier events attended by 11 interested suppliers

Stakeholder feedback supported the following:

- The development of the offer to self-funders, to take account of the large number of self-funders in the Borough
- Adoption of a strength-based model of service delivery (these will be in line with changes made to LBB social care practice in 2020 and subsequent updates)
- Increased focus on reducing isolation and loneliness intervention across all pathways in alignment with the new strategy to tackle loneliness
- Incorporation of the Dementia Respite at Home offer into the new service model to bring together in a single pathway a set of respite provisions and other support to older residents

- The removal of the mental health pathway which sits within the current service offer and realignment of this pathway with the new Mental Health Hub service and management of the transition of services and service users while maintaining a wellbeing offer within the new service.

3.12 Social Value

The service aims to develop its social value offer through improving employment and education opportunities as well as tackling loneliness and isolation. A key element of service delivery will also include ensuring residents have access to job and volunteering opportunities emerging from the delivery of this service.

4. **CONTRACT AWARD RECOMMENDATION**

- 4.1 Recommended Provider(s): Detailed in Part 2 of this Report
- 4.2 Recommended Provider: Detailed in Part 2 of this Report
- 4.3 Estimated Contract Value: Detailed in Part 2 of this Report
- 4.4 Proposed Contract Period: Five years with an option to extend for a further two years.

The Tender Process

- 4.5 The tender process was undertaken electronically using the ProContract London Tenders Portal and in accordance with the recommendations set out in the Gateway Report approved by Executive on 30th June 2021 and the Council's Contract Procedure Rules.
- 4.6 Evaluation of the bid was undertaken using the Council's standard 40% Quality and 60% Price split. The results were then fed into the evaluation matrix based on the Chartered Institute of Public Finance & Accountancy (CIPFA) Evaluation Model.
- 4.7 The Tender Evaluation Panel consisted of staff from Information Governance, Adults Social Care, Finance, LBB Commissioning and SELCCG commissioning. The bidder's response to the tender was also considered by subject matter experts across LBB (including Children and Young People) and SELCCG who advised on the specific service pathways.
- 4.8 The governance for the tender process resides with members of the Primary and Secondary Intervention Service procurement Board chaired by the Assistant Director of Integrated Commissioning with lead representatives from the stakeholder services including the LBB Procurement, Finance, Commissioning, Adults and Children's Operational and Public Health leads. Project Working Groups were chaired by the Head of Community Commissioning.
- 4.9 The Tender was evaluated on the bidder's responses in accordance with the Public Contract Regulations 2015. A summary of the results of the evaluation process are detailed in the Part 2 Report.
- 4.10 The outcome of the Tender process is that commissioners recommend the award of contract to the bidder, subject to the provider meeting all contractual requirements as detailed in their bid at the point of award

5. POLICY CONSIDERATIONS

- 5.1 The Service will support the delivery of a range of Council policies including Bromley's Health and Wellbeing strategy 2019-2023, Bromley's Ageing Well strategy, Bromley's Tackling Loneliness strategy 2022 to 2026 and the Integrated Mental Health Strategy. It will also support the delivery of Better Care Fund Plan priorities and performance measures i.e., supporting discharge from hospital, reducing avoidable admissions, supporting access to reablement and reducing the numbers of admissions to care homes.
- 5.2 The Local Government and Public Involvement in Health Act 2007 places great emphasis on the role of the third sector and explicitly states that local authorities have a duty to inform, consult and involve local citizens, local voluntary and community groups and businesses. It sets out clear expectations that the third sector should be involved in designing and shaping key decisions across the country, and that the sector should be a key partner to local government in creating strong and sustainable communities. The London Borough of Bromley has embraced the responsibilities defined under the Act, establishing innovation by supporting the development of the current voluntary sector provider

The commissioning approach supports the following Corporate Operating Principles:

- Delivering Value for Money; The Council's services will be provided by whoever offers customers and council taxpayers excellent value for money
- Supporting Independence; The Council will enable and encourage citizens to take more responsibility for their own lives, with the most vulnerable being provided with the help they need.
- Making Bromley Even Better; through enabling adults to age well and maintain independence and enabling businesses including the third sector, to prosper

6. IT AND GDPR CONSIDERATIONS

- 6.1 The Council, as part of its on-going commitment and sustaining a progressive approach to Data Protection and information management, requires the following be considered:
- Privacy By design – the Council shall undertake a Data Protection Impact Assessment and manage all residual risk
 - The Council must ensure that the contract and any information sharing agreements have robust clauses relating to data management
 - The Council must ensure that there is an appropriate exit strategy in relation to information retention requirements and transfer with the incumbent provider where necessary.
- 6.2 All of the above considerations were taken into account when evaluating the bidders tender to ensure compliance

7. PROCUREMENT RULES

- 7.1 This Report seeks to award a Contract for the Provision of the Primary and Secondary Intervention service to the Provider detailed in the Part 2 Report. The Contract will be for a period of five years, with an option to extend for a further period of two years. The estimated whole life cost of the proposed contract award is set out in the Part 2 Report.

- 7.2 This is a Service that is covered by Schedule 2 of the Public Contract Regulations 2015, and the procurement was undertaken in accordance with the 'Light Touch Regime' (LTR) of these Regulations. A summary of the consensus scores against the Quality criteria is set out in the Part 2 Report
- 7.3 The tender process was carried out in line with the requirements of the Public Contract Regulations 2015, and the Council's Contract Procedure Rule 8.2.1. In accordance with the Contract Procedure Rules 2.1.2, Officers must take all necessary professional advice.
- 7.4 The Council's requirements for authorising an award of contract are covered in Contract Procedure Rule 16. For Contracts of the values set out in the Part 2 report, the Approval of Executive, following Agreement by the Portfolio Holder, Chief Officer, the Assistant Director of Governance & Contracts, the Director of Corporate Services and the Director of Finance
- 7.5 Following the decision, a Find a Tender Award Notice will be issued and, as the Contract values are over £25,000, an award notice will be published on Contracts Finder. A mandatory Standstill Period will be observed in accordance with the Public Contract Regulations 2015
- 7.6 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 current content

8. FINANCIAL CONSIDERATIONS

- 8.1 The cost of the proposed contract is included in Part 2 of this report.
- 8.2 In addition to the proposed contract, there is the Innovation Fund which will now be managed by the Council rather than included in the contract as it is currently. The budget for the Innovation Fund remains the same as currently at £384k per annum.
- 8.3 As set out in section 3.7 above, the Dementia Respite at Home service has now been included in this contract. This service is funded from the Protection of Social Care element of the Better Care Fund (BCF) with a budget of £179k.
- 8.4 As noted in the Gateway 1 report in June 2021, in the event that the recommended contract to be awarded resulted in a saving then this would be split pro-rata between the Council and CCG. If it resulted in additional costs then consideration would first be given to any option to increase the BCF allocation before the Council and CCG elements.
- 8.5 Although there is an increase in costs compared to the 2022/23 budget for the service, there is a surplus of BCF funding from inflation whilst the current contract has remained static. The BCF allocations for 2022/23 have not yet been announced, but assuming inflation of 4% in line with the Council's 2022/23 budget, then would be a surplus of £165k. This results in an overall saving which will be split between the Council and CCG.

9. PERSONNEL CONSIDERATIONS

- 9.1 No LBB staff are employed to deliver the contract.

10. LEGAL CONSIDERATIONS

- 10.1 This report demonstrates a compliant procurement procedure. Further details are included in the Part 2 report.

Non-Applicable Sections:	NA
Background Documents: (Access via Contact Officer)	Key Performance Indicators Appendices 1 & 2

Appendix 1 Key Service indicators/outcomes

It should be noted that commissioners will carry out further work with the successful bidder during the mobilisation period (Mobilisation timescales are detailed in section 3.9 above) to ensure service outcomes are refined prior to commencement of contract on the 1st of October 2022 as well as in the first year of contract delivery and as required. This is in line with LBB Contract Regulation rules and the Terms and Conditions of the new PSIS contract

Detailed below are a summary of key outcomes as well as individual pathway outcomes

Summary of key outcomes

KPI Description	Outcome	Mode of Measurement	Frequency of reports	How will the KPI be monitored
Service users receive timely assessments to ensure timely access to intervention required	Service users have easy access to timely and high-quality information, advice, guidance, and other support that enables their good health, wellbeing, self-care, and independence	Evidence of timely access-90% of people seen within 3 days of being assessed. Evidence of surveying service users regarding ease of access and timely interventions in an annual survey	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
a. Proportion of service users who received support to maximise their income b. Proportion of which were successful in their application c. Value of income maximised	Increased financial independence	Total number of service users receiving support to maximise their income Total number of successful income support cases Total value of income maximised	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
Residents who are supported into employment and /or education	Resident are supported in accessing paid and unpaid employment and educational opportunities	Total number of service users into employment across services Total number of service users into education across services	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers

KPI Description	Outcome	Mode of Measurement	Frequency of reports	How will the KPI be monitored
		Total number of service users with LD and PD accessing employment and education across services		
Residents who are supported to avoid an avoidable hospital admission	Reduction in unplanned admissions to support the partnership delivery of BCF Metric 1: Reduction in unplanned admissions	<p>Identify and list the number of service users who have more than 4 repeat admissions to hospital.</p> <p>Identify the support provided to these service users</p> <p>Identify and list the number of service users who attend hospital following intervention (as a number of proportions of 1) above.</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
Residents who are supported to remain in their own homes	Enable most residents to remain in their own homes in line with BCF 3 and 4 metrics around being discharged to place of residence and reduction in admissions to residential and care homes	<p>Identify and list all service users at home at the point of accessing the service</p> <p>Identify and list the proportion of service users still at home three, six and nine months after first accessing the service</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
Residents who are supported to remain in their own homes following a discharge from hospital	Enable most residents to remain in their own homes in line with BCF 3 and 4 metrics around being discharged to place of	<p>List total number of discharged with support from services</p> <p>List total number of those service users who are still at</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers

KPI Description	Outcome	Mode of Measurement	Frequency of reports	How will the KPI be monitored
	residence and reduction in admissions to residential and care homes	home three months after discharge		
Supporting residents to reduce loneliness and isolation	Residents report a reduction in loneliness and isolation	<p>List total number of service users reporting loneliness at initial assessment</p> <p>List total number of service users reporting isolation</p> <p>List reduction or increase in feeling following end of "case work"</p> <p>Annual survey of service users regarding feelings of isolation</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
Supporting voluntary sector capacity	Enhance the capacity and capability of local volunteers and voluntary, social and community organisations	<p>List number and spread of volunteers across pathways</p> <p>List number of service users volunteering internally with the organisation and externally with other organisations</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers
Reducing pressure on Adult Social Care	Reduction in referrals to adult social Care	<p>Report the number of referrals to ASC</p> <p>Report the number of referrals from ASC</p> <p>Report the number of self-referrals from the community</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers

KPI Description	Outcome	Mode of Measurement	Frequency of reports	How will the KPI be monitored
Supporting Carers to access services	Carers receive respite where required	<p>Total number of carers</p> <p>Total number of carers who reported that they had as much social contact as they would like</p> <p>Overall satisfaction of carers with carer services</p> <p>The proportion of carers who find it easy to find information about services</p> <p>Total number of people supported to have a Carers Assessment</p>	Quarterly	Quarterly Contract meetings or as agreed between commissioners and providers

Appendix 2

Single Point of Access Draft KPIs

Service Users	Measurement	How will this be measured
	Record how service users accessed the service	Via quarterly KPI feedback as part of contract meeting
	Numbers of those referred from ASC and Hospital discharge compared to overall numbers of service users referred in a quarter	Via quarterly KPI feedback as part of contract meeting
	Improve outcomes for self-funders	Via quarterly KPI feedback as part of contract meeting
	Number of service users referred to Adult Social Care	Via quarterly KPI feedback as part of contract meeting
	Number of people who self-refer to the SPA	5000 (annually)
	Number referred by other routes	4000 (annually)
	Income Maximisation generated	£75,000 (quarterly)
	Legal advice and guidance	2000 annually
	Number of self-funders supported	500 annually
Information, advice and guidance	Number of phone enquiries (broken down by unique service users, repeat engagement and reason for contacting the SPA). Repeat engagement will be service users calling more than once irrelevant of category of service accessing	Via quarterly KPI feedback as part of contract meeting
	Number of enquiries categorised by RAG rating	Via quarterly KPI feedback as part of contract meeting
	% of calls that go unanswered	Via quarterly KPI feedback as part of contract meeting
	% of calls measured by satisfaction of caller	Via quarterly KPI feedback as part of contract meeting
	% of people accessing by phone	Via quarterly KPI feedback as part of contract meeting
	% of people accessing via walk in	Via quarterly KPI feedback as part of contract meeting

	% of people accessing website	Via quarterly KPI feedback as part of contract meeting
Measurement of reduction in loneliness and isolation	Loneliness-Measurement-Guidance1.pdf (campaigntoendloneliness.org)	To be agreed with Commissioners
Specialist support	At least 1 monthly face to face support sessions available in each of the Integrated Care Network locations of Bromley, Beckenham, and Orpington	Via quarterly KPI feedback as part of contract meeting
	Evidence of the impact of basic assistance (e.g. tenancy gained, payment plan established) through case studies demonstrating outcomes	Via quarterly KPI feedback as part of contract meeting
	Evidence of positive impact of legal advice through case studies demonstrating outcomes	Via quarterly KPI feedback as part of contract meeting
Referral pathways	Number of referrals made to each service	Via quarterly KPI feedback as part of contract meeting
	Number of referrals which lead to support by the service	Via quarterly KPI feedback as part of contract meeting
	Number of referrals signposted to services not delivered by the provider	Via quarterly KPI feedback as part of contract meeting

Long Term Health Conditions Pathway Draft KPIs

Service users	Record how service users accessed the service	How will this be measured
Information, advice and guidance	100% of referrals are acknowledged by the Provider within 2 working days of referral from the Single Point of Access	Via quarterly meetings
	100% contact made with service users within 5 working days of referral from the Single Point of Access	Via quarterly meetings
	% of interactions that have resulted in improved outcomes for service users	Via quarterly meetings
	Create an annual map of activities for people with long term health conditions	Via an annual report
	Details of what services and/or organisations service users are signposted to	Via quarterly meetings

	Create a directory of useful contacts for people with long term health conditions	Via quarterly meetings
Practical support	240 new referrals	
	At least 200 people benefit from the self-management courses/sessions	Via quarterly meetings
	Support people with LTHC to gain employment and education opportunities.	Via quarterly meetings
	Number of support and care plans developed	Via quarterly meetings
	Evidence of the impact of the care plans at 6 and 12 months	Via quarterly meetings
Emotional support	Number of 1-2-1 sessions offered	Via quarterly meetings
	Number of service users supported to attend services	Via quarterly meetings
	Number of home visits provided	Via quarterly meetings
	10 peer support groups supported annually	Via quarterly meetings
	500 service users supported with their Long-Term Health condition by telephone, skype and social media	Via quarterly meetings
Measure the extent to which services reduce loneliness and /or isolation amongst service users	Loneliness-Measurement-Guidance1.pdf (campaigntoendloneliness.org)	To be agreed with commissioners
Planning for the future	Number of emergency cards developed	Via quarterly meetings
	Number of emergency cards used	Via quarterly meetings

Elderly Frail Draft KPIs

Service Users	Record how serviceusers accessed the service	Via quarterly meetings
Information, Advice and Guidance	Details of what services and/or organisations service users are signposted to	Via quarterly meetings
	% of interactions that have resulted in improved outcomes for service users	Via quarterly meetings
	900 referrals for information advice and guidance (annual)	Via quarterly meetings
Practical support	90% of service users with improved outcomes using the outcome star	Via quarterly meetings
	A minimum of 500 service users receiving the Take Home and Settle service annually	Via quarterly meetings

	240 receiving take home and support annually	Via quarterly meetings
	A minimum of 280 service users receiving sitting services in Year 1, increasing to a minimum of 365 service users access sitting services in subsequent years	Via annual report
	Number of readmissions to hospital after using the Take Home and Settle and the sitting service 1 month and 3 months	Via annual report
Emotional support	A minimum of 1000 befriending telephone calls annually	Via annual report
	A minimum of 50 unique service users receiving emotional support through the telephone helpline and evidence of the outcomes of this support	Via quarterly meetings
	A minimum of 100 unique service users attending peer support groups annually	Via annual report
Measure the extent to which services reduce loneliness and /or isolation amongst service users	Loneliness-Measurement-Guidance1.pdf (campaigntoendloneliness.org)	Via quarterly meetings

Employment and Education Draft KPIs

Service Users	Record how Service Users accessed the service	How will this be measured
Learning Disabilities	A minimum of 20 Service Users securing paid employment annually	Via quarterly meetings
	A minimum of 20 Service Users securing volunteering placement annually	Via annual report
	A minimum of 40 Service Users accessing Job Club, accessible courses and information sessions monthly	Via annual report
	An average of 3 months paid employment secured and retained for learning disabilities service users	Via quarterly meetings
Physical Disabilities	A minimum of 15 Service Users securing paid employment or	Via annual report

	gaining an apprenticeship annually	
	A minimum of 30 Service Users securing volunteering placement annually	Via annual report
	A minimum of 50 Service Users accessing Job Club, accessible courses, and information sessions annually	Via annual report
Long Term Health Conditions	A minimum of 15 service Users securing paid employment annually A minimum of 30 Service Users securing volunteering placements annually A minimum of 50 Service Users accessing Job Club, accessible courses, and information sessions annually	Via annual report
Mental Health	A minimum of 50 unique Service Users referred to Talk Together Bromley or Recovery Works, or any other replacement services that are introduced, to access Education and Employment advice and guidance.	Via annual report
Measure the extent to which services reduce loneliness and /or isolation amongst service users	Measure the extent to which services reduce loneliness and /or isolation amongst service users	

Adults with Learning Disabilities Draft KPIs

Service users	Measurement	How will this be measured
	A minimum of 300 service users annually.	Via annual report
	Record how service users accessed the service	Via quarterly report
Information, Advice and Guidance	A minimum of 520 unique service users supported by Information, advice and guidance services annually	Via annual report
	Details of what services and/or organisations service users are signposted to	Via quarterly report
	90% of service users who report an improvement in independence through feedback surveys	Via quarterly report

	90% of service users who report an improvement in wellbeing through feedback surveys	Via quarterly report
	Case studies of service intervention including reason for accessing service, interventions and services accessed and evidence of outcomes.	Via quarterly report
	A minimum of 12 workshops held annually	Via annual report
Emotional Support	A minimum of 30 unique service users participating in peer support groups	Via annual report
	A minimum of 260 unique service users receiving face to face support sessions and/or home visits	Via annual report
	Via annual report	
	A minimum of 4 outreach sessions delivered per year and details of issues addressed	Via annual report

Adults with Physical Disabilities Draft KPIs

Service users	A minimum of 300 service users annually	via annual report
	A minimum of 60 of service users that are new to the service each quarter	Via quarterly report
	An average length of intervention of 6 weeks	Via quarterly report
	Record how service users accessed the service	Via quarterly report
Information, Advice and Guidance	A minimum of 520 unique service users supported by Information, advice and guidance services	Via quarterly report
	Details of what services and/or organisations service users are signposted to	Via quarterly report
	Evidence that service users have understood and acted on the information, advice and guidance	Via quarterly report
Practical Support	A minimum of 30 unique service users using self-management techniques	Via quarterly report
	90% of service users who report an improvement in independence through feedback surveys. The survey will ask if the service user feels their independence has improved through intervention.	Via quarterly report

	90% of service users who report an improvement in wellbeing through feedback surveys. The survey will ask if the service user feels their wellbeing has improved through intervention.	Via quarterly report
	Case studies of service intervention including reason for accessing service, interventions and services accessed and evidence of outcomes.	Via quarterly report
	A minimum of 12 workshops held annually	Via quarterly report
Emotional Support	A minimum of 30 unique service users participating in peer support groups	Via quarterly report
	A minimum of 260 unique service users receiving face to face support sessions and/or home visits	Via quarterly report
	Evidence of outcomes from emotional support	Via quarterly report
	A minimum of 4 outreach sessions delivered per year and details of issues addressed	Via quarterly report
Measure the extent to which services reduce loneliness and /or isolation amongst service users	Measure the extent to which services reduce loneliness and /or isolation amongst service users	Via quarterly report

Carers Draft KPIs

Service Users	600 carers supported annually	via quarterly report
	90% of service users in the annual survey will agree with statements developed with the Authorised Officer	via annual report
	Development of a carers register (number of new members, total number of members, breakdown by age, gender, ethnicity, ward, disability, details of cared for)	Via quarterly report
	Record the number of new carers accessing the service	via annual report
	Record how the carer accessed the service (e.g. AEIS, self-referral, through the SPA)	via annual report

Information, Advice and Guidance	Number of contacts at weekly surgeries	Via quarterly report
	Evidence that carers have understood and acted on the information, advice and guidance	Via quarterly report
	Evidence of online services being set up, available and accessed	Via quarterly report
Practical support	Number of carers referred to the Employment and Education service	Via quarterly report
	Attendance at practical Awareness courses	Via quarterly report
	Attendance of Carers Forum	Via quarterly report
	Attendance at forum and evidence of impact	Via quarterly report
Percentage of young carers who feel they are reaching their life goals	85%	Via quarterly report
Measure the extent to which services reduce loneliness and /or isolation amongst service users	Measure the extent to which services reduce loneliness and /or isolation amongst service users	Via quarterly report
Emotional support	Number of emotional support sessions provided (phone, instant messaging and face to face) - both overall number and per service user	Via quarterly report
	Number of home visits	Via quarterly report
	Evidence that service has facilitated a minimum of 4 carers peer support groups each month that meet the needs of each of the following groups: <ul style="list-style-type: none"> • Carers who support individuals with a learning disability • Carers who support individuals with a physical disability • Carers who support individuals with a mental health condition • Carers who support individuals with a long term health conditions • Carers who support individuals who are elderly frail 	Via quarterly report
Planning for the future	Number of emergency cards completed	Via quarterly report
	Evidence that the cards have been used	Via quarterly report

	Record the number of carers referred for a carers assessment (LBB monitor)	Via quarterly report
	Record the number of carers who refused to be referred for a carers assessment	Via quarterly report
	Number of carers registered on GP lists (CCG)	Via quarterly report
Awareness	Deliver outreach through at least one clinic-based service each week	Via quarterly report
	Promote the needs of carers by attending at least 12 networking events a year	Via annual report
	Deliver at least 6 professional Awareness sessions per year that reach 100 professionals	Via quarterly report
	Evidence of engagement with health, social care and education professionals	Via quarterly report
	No. of GP practices engaged with	Via quarterly report
	Number of referrals from schools	Via quarterly report

Young Carers Draft KPIs

Young Carers	Number of young carers engaging with the service	Via quarterly report
	Deliver a minimum of 12 leisure activities, one per month, attended by a minimum of 150 young carers annually with young carers able to access more than one leisure activity as desired or required.	Via quarterly report
	A minimum of 100 young carers being supported to complete a young carers assessment tool annually	Via quarterly report
	A minimum of 120 young carers receiving emotional support annually	Via annual report
	Uptake of 30 school referrals annually	Via annual report
	Evidence of use of young carers app	Via annual report
	Attendance at young carers forum and evidence of outcomes	Via annual report
	At least 4 information events delivered annually	Via annual report
	A minimum of 120 young carers attending monthly Awareness workshops annually	Via annual report

Dementia Draft KPIs

Service Users	<i>Measure</i>	Numbers (if appropriate)
	Numbers of client reviews	150 annually)
	Number of new assessments done	30
	Number of new service users receiving the service	18 per month
Carers	Number of carers on register during quarter	100
	Number of hours booked per week	310
	Actual Hours delivered	260