

Report No.
ACH22-020

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Executive
With Pre-decision scrutiny from:
Adult Care & Health PDS Committee on 28 June 2022

Date: 29 June 2022

Decision Type: Non-Urgent Executive Key

Title: **GATEWAY 1: SUPPORTED LIVING AT PADUA ROAD,
BROMLEY ROAD AND BROSSÉ WAY.**

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Chief Officer: Kim Carey, Interim Director of Adult Social Care

Ward: All.

1. REASON FOR REPORT

- 1.1 The Council has a number of contracts to provide care and support into learning disability supported living services in the Borough. This current contract was awarded to Southside Partnership (also known as Certitude) by the Executive on 28 May 2018 for a period of 5 years commencing 3 September 2018 with the option to extend for a further period of 2 years from 3 September 2023 until 2 September 2025.
- 1.2 As detailed in the Part 2 report, the Provider has requested that they hand over the service prior to the end of the contract period and commissioners are proposing to commence the retendering of these services. The annual value of the contract relating to this tender is detailed in the Part 2 report.
- 1.3 This report seeks Executive approval to commence the procurement of the service in accordance with the arrangements set out in this report to enable the commencement of a new contract on 6 March 2023.
- 1.4 The report should be read in conjunction with the Part Two report 'Gateway 1: Supported Living at Padua Road, Bromley Road and Brosse Way'.

2. RECOMMENDATION(S)

- 2.1 Adult Care and Health PDS Committee is asked to note and comment on the contents of this report.
- 2.2 Executive is recommended to
- i) **Agree the commencement of a tender process for the contract of care and support into 3 supported living services for an initial period of 4 years, from 06/03/2023 to 05/03/2027, with the option to extend for a further period of up to 4 years from 06/03/2027 to 05/3/2031 at an estimated contract value as detailed in the Part Two report.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: To ensure ongoing, suitable community-based provision for adults with learning disabilities.
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Corporate Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority:
(2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices. (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents
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Financial

1. Cost of proposal: Estimated Cost: Please see the Part 2 report
 2. Ongoing costs: Recurring Cost: Please see the Part 2 report
 3. Budget head/performance centre: Learning Disabilities – Supported Living
 4. Total current budget for this head: £18,333k
 5. Source of funding: 2022/23 Existing Revenue Budget
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Personnel

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: Contract Compliance Officer will monitor the quality of the service quarterly
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Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable
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Procurement

1. Summary of Procurement Implications: Tender will be undertaken in compliance with the Public Contract Regulations 2015.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 15 adults with a learning disability.
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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 London Borough of Bromley is committed to providing local quality services for people with learning disabilities so that people can lead full and rewarding lives in the community. This includes ensuring that:
- People receive high quality care and support in the most appropriate setting.
 - Services promote independence, where the least restrictive setting is sought and promoted in accordance with strengths-based practice.
 - The housing and care needs of service users transitioning into adulthood can be met.
- 3.2 'Supported living' is used to describe the arrangement whereby someone who has their own tenancy also has assistance from a 'Care and Support' provider to help them live as independently and safely as possible. This could include help with:
- Managing bills and money.
 - Shopping, cooking and healthy eating.
 - Learning new skills for independence.
 - Accessing employment, sports, and social activities.
 - Personal care and well-being.
 - Managing medication.
- 3.3 Supported living accommodation has been developed in Bromley to meet the specific needs of adults with learning and physical disabilities. Supported living is a key resource in meeting the existing and future needs of Bromley's adult learning disability population and avoiding the need for people to move into residential care. The Council has a statutory duty to meet the needs of service users supported in the schemes as set out in Part 1 of the Care Act 'General Responsibilities of Local Authorities'.
- 3.4 These Supported Living services provide accommodation via a Registered Social Landlord with the client being a legal tenant. The Council retains sole nomination rights for these properties. On site care & support is provided via a contracted care provider. While tenants will require a level of support in order to maintain their wellbeing, support needs vary greatly across the 3 properties and may include challenging behaviour, psychotic behaviour, depression, autism, self-harm, visual impairment, epilepsy, diabetes, cancer, mobility issues (including full wheelchair users) and significant mental health issues which can lead to social isolation and the requirement for emotional and psychological support etc.
- 3.5 The three properties covered by this report are specially adapted to meet tenants' needs including, where necessary, grab rails and relevant fixtures and fittings to aid mobility, especially when carrying out personal care, and assisted technology where appropriate. Kitchens may be fitted with an adjustable height sink and emergency alarms and equipment to encourage tenants to cook their own meals with supervision as necessary.
- 3.6 Demand for these services is forecast to grow. The continued provision of these services ensures that people are given the opportunity to continue living within the Borough, close to family and other circles of support. Locally commissioned services also allows the Council to monitor the quality of provision, thereby helping to ensure that safeguarding concerns are prevented from arising or resolved in a timely manner. Contract monitoring meetings are held with the providers as well as a mixture of announced and unannounced visits by the Council's Contract Compliance Team.

- 3.7 The contracts referred to in this report relate to the provision of care and support at the schemes. The hours relating to the provision of *core support* are fixed within the contracts but the individual 1:1 support hours are tailored to the assessed needs of each person living in the scheme as assessed by Care Managers in discussion with the Provider and tenant following a Care Act 2014 Assessment. The individual support hours can vary dependent upon a person's changing needs. Tenants will also have the option to purchase their personal support hours from a different provider via a Direct Payment.
- 3.8 Monitoring officers carry out audits based on emerging issues relating to local or national priorities – for example, the number of clients attending Annual Health Checks which is a CCG measure of performance. There are also periodic meetings with the provider and a mixture of announced and unannounced visits by the Council's contract monitoring staff; the resulting reports are discussed at contract management meetings. Key performance indicators are standardised across all Bromley's commissioned supported living services with examples attached at Appendix 1 for information.
- 3.9 Please refer to the Part Two report.
- 3.10 This report seeks Executive approval to commence the procurement exercise in relation to the properties at 34 Padua Road, 44 Bromley Road and 15 Brosse Way with a view to contract commencement on 6 March 2023.

4. SUMMARY OF THE BUSINESS CASE

- 4.1 This business case considers how the Council should commission the supported living services that are currently provided by the Southside Partnership.

5. Service Profile / Data Analysis

- 5.1 The supported living model offers tenants a greater degree of choice and control, enabling a strengths-based model of support that is both flexible and cost effective in meeting tenants' needs. The people living in these properties have tenancy or licence agreements and can remain living in their homes if there is a change of care provider as the landlord and support functions are separate. Supported Living is a well-established way of providing care and support to people and enables tenants to claim benefits that relieve the Council from the responsibility of paying 'hotel costs' for housing, utilities, and food.
- 5.2 Supported Living accommodation is seen as a valuable resource offering future-proofed, cost-effective provision of a type that is in demand and continues to be commissioned nationally. Supported living services recognise national best practice and local strategies in relation to Making Bromley Even Better and the Council's Transformation agenda.
- 5.3 The service specification for Bromley's supported living services was revised and the associated tender evaluation criteria, appended to Part Two of this report, modified to enable the retendering of 16 supported living schemes towards the end of 2021. There has been some further updating to ensure they reflect recent enhancements to the Council's strengths-based agenda and to emphasise the requirement for bidders to support and encourage tenants into work and volunteering that will enable integration with the local community.

6. Options Appraisal

Option 1: Decommission Service (Not recommended)

Benefit	Challenges/Risk/Mitigation
None identified	Discontinuing the service would lead to tenants losing their homes and being placed in alternative accommodation; it is likely this would be out of Borough and in a residential service with a resulting increase in costs.
	Decommissioning the service would lead to the loss of a valuable resource to support adults to live independently in Borough close to their families and friends.
	The discontinuation of the service would impact on the Council's ability to discharge its duties under the Care Act 2014

Option 2: Retender the Service (Recommended Option)

Benefit	Challenges/Risk/Mitigation
Ensures the Council can meet people's needs as affordably as possible.	The Council needs to manage the change of provider and how this may impact on tenant wellbeing.
Will help to meet the increasing demand for services.	
Will enable tenants to remain living in their own homes.	
Enables the Council to be compliant with the requirements in the Care Act 2014.	
Maintains a valuable in-Borough housing resource for people with learning disabilities.	

Preferred Option

Option 2 is the preferred option for the reasons stated above.

7. MARKET CONSIDERATIONS

- 7.1 There is a strong and stable market for the provision of supported living services. Due to market consolidation over the recent years, most bidders are regional or national third sector organisations with whom the Council is familiar. We have a diverse range of providers currently delivering Supported Living Services and we will be undertaking market engagement to engage both new and existing providers.
- 7.2 The revised commissioning approach resulting from the Learning Disability Strategy and Adult Social Care Transformation programme will be incorporated into the specification. Not only will this allow any market issues to be reflected in the tender, but it will facilitate relationships between SME/VCSE's and other providers to possibly explore joint tendering opportunities etc.

8. SOCIAL VALUE AND LOCAL / NATIONAL PRIORITIES

- 8.1 The continuation of these services provides economic and social value by employing local staff and ensuring a more diverse presence within the community that accesses, supports and benefits local businesses and organisations.

8.2 As part of the proposed tender there is a requirement for providers to address how they would meet social, economic, and environmental considerations through the delivery of the services. These areas can cover such activities as local recruitment policies, procuring goods and services from local businesses.

8.3 The provision of local supported living services aligns with national priorities.

9. STAKEHOLDER ENGAGEMENT

9.1 Quality Checkers, the user led monitoring group, engage with service users within Bromley's supported living schemes as part of the regular monitoring regime. This ensures that the user's voice is heard throughout the life of the contract. Service users will be engaged in the development of outcomes for Supported Living services.

9.2 Engagement with family members/advocates of the service users will also occur to ensure that they are fully aware of the activity being undertaken and the timeline of decisions.

9.3 The Quality Checkers will also represent the service users at the tender clarification interviews and be part of the formal quality criteria scoring.

10. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

10.1 **Estimated Value of Proposed Action** (excluding inflation at CPI and fluctuations in service user needs):

Estimated Whole life Value as detailed in the Part Two report.
Estimated annual Value as detailed in the Part Two report.

10.2 **Proposed Contract Period:**

10.3 The procurement strategy will be a restricted tender process based on a four-year contract with the option to extend for a further period of up to four years. The contract is scheduled to commence on 6 March 2023.

10.4 The estimated value and contract's nature make this an above-threshold contract subject to the Light Touch Regime.

10.5 A two-stage process will be used, with both stages running co-terminously. An indicative timetable is included below. In order to progress to Stage 2, organisations must pass Stage 1. A minimum of 5 tenders will be taken through to Stage 2.

10.6 The indicative timetable for the procurement is as follows

Stage	Target Date
Advertise Tender via Find A Tender/Contracts finder/ProContract	July 2022
Tender Return	August 2022
Marking and Interviews	September 2022
Executive decision on award	November 2022
Contract Award	December 2022

Contract Implementation	December 2022 to February 2023
Contract commencement	6 March 2023

- 10.7 Tenders will be awarded based on Price (60%) and how bidders have answered and evidenced responses against Quality criteria (40%).
- 10.8 The evaluation criteria will ensure that the provider can meet the requirements as detailed in the contract and service specification.
- 10.9 The evaluation will ensure it is conducted in line with the Public Contract Regulations 2015 and the Councils Contract Procedure Rules requirements (CPR 16.)

11. POLICY CONSIDERATIONS

- 11.1 The Council's statutory duty under the Care Act 2014 includes consideration in relation to the procurement and delivery of these services.

The Care Act (2014) guidance states that:

Local authorities should consider the contract arrangements they make with providers to deliver services, including the range of block contracts, framework agreements, spot contracting or 'any qualified provider' approaches, to ensure that the approaches chosen do not have negative impacts on the sustainability, sufficiency, quality, diversity and value for money of the market as a whole – the pool of providers able to deliver services of appropriate quality.

12. IT AND GDPR CONSIDERATIONS

- 12.1 In consultation with the Information Assurance Officer a Data Protection Impact Assessment will be carried out through all stages of any procurement.

13. STRATEGIC PROPERTY

- 13.1 Please refer to the Part Two report.

14. PROCUREMENT RULES

- 14.1 This report seeks approval to proceed to procurement for a Supported Living Service at Padua Road, Brosse Way and Bromley Road for a period of four years with an option to extend for a further period of four years from 6th March 2023. The estimated whole life value of the Contract is detailed in the Part Two report.
- 14.2 This is an above threshold service contract covered by Schedule 3 of the Public Contract Regulations 2015. A Restricted process using the Light Touch Regime will be used and a timetable is included in Section 9 above.
- 14.3 The Council's specific requirements for authorising proceeding to procurement are covered in Rules 1 and 5 of the Council's Contract Procedure Rules with the need to obtain the approval

of PDS, and Executive following agreement of the Assistant Director Governance & Contracts, the Director of Finance, the Director of Corporate Services for a procurement of this value.

- 14.4 In accordance with Contracts Procedure Rules 2.1, Officers must take all necessary professional advice
- 14.5 In compliance with the Council's Contract Procedure Rules 3.6, this procurement must be carried out using the Council's e-procurement system.
- 14.6 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 content.

15. FINANCIAL CONSIDERATIONS

- 15.1 Please refer to the Part Two report.

16. LEGAL CONSIDERATIONS

- 16.1 The Council has a statutory duty for the provision of learning disability supported living services. This is generally echoed in the Care Act 2014 guidance as stated at clause 11.1 of the Report. In furtherance of this statutory duty, the Council has the legal power to enter into Contracts with Padua Road, Brosse Way and Bromley Road for a supported living service and may also provide and commission through the contracts, the services outlined in this report.
- 16.2 This Report seeks approval to proceed to procurement regarding properties at Padua Road, Brosse Way and Bromley Road. A restricted tender and two stage process will be undertaken and is based on a four year Contract with the option to extend for a further four year period, with the new Contract to commence on 06.03.23. The current Contract was awarded to Southside Partnership (aka Certitude) on 3.09.18 for a duration of five years with the option to extend for a two year period commencing 03.09.23 until 02.09.25. The annual value of the Contract is detailed in the Part Two report.
- 16.3 This is a public services Contract within the meaning of the Public Contracts Regulations 2015 whereby the value of the Contract is above the relevant threshold and falls within the services outlined in Schedule 3 of the Public Contracts Regulations (PCR's) 2015.
- 16.4 Under the Council's Contract Procedure Rules, the Councils requirement for Proceeding to Procurement is in accordance to CPR 1-5 where the agreement of the Budget Holder, Chief Officer, Assistant Director of Governance & Contracts, Assistant Director of Legal Services, Director of Finance, Portfolio Holder and approval of the Executive must be sought for a Contract of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 16.5 In accordance to 3.6.1 of the Council's Contract Procedure Rules, all Officers are required to make use of the Council's eProcurement System when carrying out any Contracting activity which has an estimated value of £5,000 and above, unless otherwise agreed with the Head of Procurement.
- 16.6 The Contract can be awarded in accordance with the Council's Contract Procedure Rules and the Public Procurement Regulations 2015.

Non-Applicable Sections:	PERSONNEL CONSIDERATIONS
Background Documents: (Access via Contact Officer)	[Title of document and date]
Appendices	Appendix 1: Standardised KPI's & Outcomes.

APPENDIX 1

SERVICE KEY PERFORMANCE INDICATORS

	KPI	Target	Monitoring Method
1	Every referral will be accepted by the Provider, as per the terms of the contract.	100% mandatory	Quarterly Contract monitoring report
2	Every referral to be assessed by the Provider within 5 working days.	100% mandatory	Quarterly Contract monitoring report
3	The provider is to commence development of a person-centred strength based & outcome focussed support plan within 5 working days of moving in.	100% mandatory	Contract compliance visit
4	% of Service Users with an up-to-date Service User centred support plan reflective of current needs and reviewed at least quarterly or following a serious incident	100% mandatory	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
5	Service User is supported to attend and complete an Annual Health Check with GP	100%	Quarterly Contract monitoring report
6	Service User is registered with all mainstream health services (Dentist, Optometrist etc.)	100%	Contract compliance visit
7	% of staff team to be permanent	80%	Quarterly Contract monitoring report
8	That KPI scores in the QAF achieve at least Level B or above	100%	Contract compliance visit
9	% of agency staff by hours per quarter	No more than 10% of establishment hours	Quarterly Contract monitoring report
10	% of staff vacancies expressed as hours	<16%	Quarterly Contract monitoring report
11	% of staff receiving mandatory refresher training	95%	Contract compliance visit
12	% of appropriately trained and assessed as competent staff available to meet the health and medication needs of the Service Users, 24/7	100% of time	Contract compliance visit
13	Ensure that all safeguarding and serious incidents are reported in accordance with national and local guidance.	100% mandatory	Quarterly Contract monitoring report

14	Ensure that all safeguarding and serious incidents are reported within 24 hours to the Contract Monitoring Team	100% mandatory	Quarterly Contract monitoring report
15	Level of Service User and/or their representative's satisfaction with the service as reflected in the Annual Survey.	>90% satisfied	Contract monitoring report – annual survey
16	Communication passport in place and reviewed	100%	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
17	Hospital passport in place and reviewed	100%	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
18	Number of complaints resolved to the satisfaction of the complainant	95%	Quarterly Contract monitoring report
19	Compliance with Deprivation of Liberty guidance & Procedures/ Liberty Protection Safeguards (LPS)	100%	Contract compliance visit
20	% of Service Users who have had a medication review under STOMP*	100%	Contract compliance visit

*STOMP stands for stopping over medication of people with a learning disability, autism, or both with psychotropic medicines. It is a national project involving many different organisations which are helping to stop the overuse of these medicines. STOMP is about helping people to stay well and have a good quality of life.

SERVICE OUTCOMES

Domain 1: Autonomy, Voice & Control

	Outcome	Provider Evidence	Evidence
1.1	The individual feels that they are treated with dignity and respect within the service	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction ➤ Number and details of compliments received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
1.2	Individual feels able to make a complaint or comment without fear of retribution	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Accessible information, Use of advocates. ➤ Number and details of compliments received. ➤ Number and details of complaints received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 2: The Right Support at the Right Time

	Outcome	Provider Evidence	Evidence
2.1	Service User is enabled to meet the outcomes and aspirations within their support plan	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
2.2	That the Service user's life pathway aspirations are driven and informed	Post contract award, the Provider will be expected to submit	<ul style="list-style-type: none"> ➤ Positive feedback from individuals.

	by their choice and control	evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from family and friends. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
2.3	That the Service User is happy with the staff team that support them and they are engaged in the recruitment process.	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 3: Education, Training and Employment

	Outcome	Provider Evidence	Evidence
3.1	Individuals feel fulfilled and have contact and socialise with friends and family	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Number and details of compliments received. ➤ Number and details of complaints received.
3.2	Individuals feel that they have choice and control over their lives	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service User centred support plans. ➤ Service User involvement in support planning process. ➤ Provider shows methods of engaging Service User choice. Contract monitoring reports.

			<ul style="list-style-type: none"> ➤ CLDT reviews. ➤ Monitoring visits
3.3	Individuals access learning and leisure and participate as equal members of their local community	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service User feedback systems demonstrate high levels of satisfaction. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 4: Being Active and Well

	Outcome	Provider Evidence	Evidence
4.1	Providers have developed good inter agency working	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service users accessing other services (e.g., OT, SALT, Psychology) Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
4.2	Individuals maintain a healthy lifestyle and are not disadvantaged due to their needs	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Annual Health Check, ➤ Health Action Plans up to date. ➤ DNR notices reviewed. Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 5: Relationships and Connections

	Outcome	Provider Evidence	Evidence
5.1	Individuals are able to access a wider circle of support rather than rely on the provider	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Person centred plans. ➤ Strength based approach ➤ Family/friend involvement. ➤ Accessing community resources. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

5.2	Individuals feel that they can take positive risks in their life	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Person centred plans. ➤ Strength based approach ➤ Use of advocates. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
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Domain 6: A Safe and Secure Home

	Outcome	Provider Evidence	Evidence
6.1	Service users are protected from the negative effects of any behaviour by people who use the services	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. Surveys with individuals which demonstrate a high level of satisfaction. ➤ Number and details of compliments received. ➤ Number and details of complaints received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
6.2	Service users maintain their tenancy and ensure their rights are upheld	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Accessible information. Repairs. ➤ Complaints. ➤ Length of tenancy. ➤ Contract monitoring reports. ➤ CLDT reviews, ➤ Monitoring visits
6.3	Service users have positive interactions with other service users within the service	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction.

			<ul style="list-style-type: none">➤ Number and details of compliments received.➤ Number and details of complaints received.➤ Contract monitoring reports.➤ CLDT reviews.➤ Monitoring visits.
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