

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Priority 1 Safeguarding

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- BSAB Safeguarding Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1) Raise awareness of adult safeguarding	A) Work with Adult Safeguarding Chair to promote multi-agency training	<p>Training programme published and well attended</p> <p>Annual conferences well attended</p> <p>Annual Safeguarding Awareness Week promoted</p>	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> • A range of e-learning training covering 40 subjects from Safeguarding Awareness to priority areas and legislation is available. New courses for 2021 include Hoarding & Scamming, Multi-Agency Working and Personal Safety – Lone Working. • Following a training needs analysis the new 2021/23 training strategy has been developed to include additional, identified courses. This document makes reference to the new learning management system (Evolve). • Face to face training is now delivered in webinar format. • COVID-19 related awareness information and other ad-hoc learning events are promoted on the BSAB website. 	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1) Raise awareness of adult safeguarding	B) Undertake a campaign to improve awareness of adult safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business	Campaigns launched	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> The Bromley Safeguarding Adults Board Strategy was launched in April 2020 with a vision that 'By listening we will empower all communities to work together to prevent abuse and neglect'. The Bromley Safeguarding Adults Board website offers a range of information, signposting to services and up-to-date news items. BSAB Twitter activity carried out on a regular basis to further support with raising safeguarding awareness. BSAB poster campaign developed covering a range of abuse information, and distributed to partners; digital copies available for download via the BSAB website. 	Rolling programme
2) Maintain effective oversight of casework impact	A) Maintain and refine the Adults' Performance Framework	<p>Improved management oversight of safeguarding through:</p> <ul style="list-style-type: none"> Weekly data Monthly digests 	April 2022 [AP]	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> The Adult Services Performance Framework provides senior management oversight. Performance Digest for Adult Social Care refreshed and reviewed where appropriate on an on-going basis. Performance report to support Transformation Board is monitoring progress. A suite of measures was devised to enable monitoring of the impact of both winter pressures and the pandemic to accurately forecast demand on domiciliary care and care home placements. 	Rolling programme

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2) Maintain effective oversight of casework impact	B) Develop a programme of Adults' case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> The review and update of the Quality Assurance Framework by our Principle Social Worker was completed in March 2021. The Quality Assurance Framework provide an effective social care governance to ensure the highest standards of adult services are delivered to our residents. This framework reflects the legal requirements including safeguarding adults placed on the Council by the Care Act 2014. It will enable the Council to monitor the achievement of its strategic objectives and consider whether these objectives have led to the delivery of appropriate cost-effective services. A 12-month programme for 2021-2022 using key quality assurance activities and methods; such as casefile audits, customers satisfaction survey, service users and carers feedback, direct observation of practice will be developed to provide evidence of good practice, demonstrate the quality of our work and inform the level of trust and confidence our residents can have in our adult services. The Supervision Policy has been reviewed and updated with the key practice principles of strengths-based approach and more emphasis on reflective practice and staff's continuing professional development. The Adult Services Practice Advisory Group continues to meet monthly. Discussion will be held to ensure staff share commitment and accountability for implementing the Transformation Adult Social Care Programme; develop and promote a culture of learning and collaborative working, build trust in the workforce and further promote strengths-based practice. 	Rolling programme
	C) Implement programme of Housing case audits, which include safeguarding of vulnerable adults and families	Audits completed and recommendations implemented	April 2022 [AP]	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> Rolling programme of audits in place. Audits within Private Sector Lettings Service carried out. Monthly Personal Housing Plan audits carried out. 	Rolling programme

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3) Review Adult Social Care services	A) Implement the Transforming Adult Social Care Programme	All actions implemented	April 2022	Director Adult Services	<ul style="list-style-type: none"> • The Transformation Board has made progress on its action plan including: <ul style="list-style-type: none"> ○ The structure changes in assessment and care management have been developed in conjunction with staff engagement. Consultation with staff to conclude in May 2021. ○ Some planned workstreams, such as strengths-based reviews of complex care packages and expansion of the Shared Lives programme, have been delayed due to COVID-19 pressures. ○ A development plan to ensure that residents are signposted to appropriate pathways has been implemented. This will be refreshed following the re-structure of the front door service. ○ SCIS team influencing Transformation workstreams to maximise digitalisation opportunities. ○ Following support from SCIE, the Strengths and Outcomes Based Approaches Practice Framework was launched in December 2020 to support front-line professionals and commissioners in developing and improving their practice to promote the independence and wellbeing of vulnerable residents. ○ Sessions were held with each team in Q4 to support implementation, to be followed by the development of supporting toolkit and training. ○ Staff survey to inform the implementation of the Strengths and Outcomes Practice Framework to take place in late 2020/early 2021. Presentation of key outcomes in April 21. 	Ongoing
	B) Use the Recruitment and Retention Board to create a more stable workforce	All actions implemented Workforce stabilised	April 2021	Director Adult Services Director of HR and Customer Services	<ul style="list-style-type: none"> • Work continues to recruit permanent staff and convert locum staff: 82% of frontline staff are permanent. 	Rolling programme

Priority 2 Life Chances, Resilience and Wellbeing

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley’s residents.

Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Improve life chances through adult learning	A) Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Due to C-19 restrictions most community venues continued to remain closed during autumn term. Work is underway with the Children and Family centres to pilot a blended approach with recorded online sessions in cookery. If successful will be rolled out with other subjects. • The majority of Adult Education courses have returned to in person learning with some blended learning for a small number of courses. 	Rolling programme
2. Provide appropriate Health and Wellbeing functions	A) Monitor progress on the Health and Wellbeing Strategy for Bromley	Health and Wellbeing Board receives regular reports on each priority	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> • The Health and Wellbeing Board focused on homelessness at its February meeting particularly reviewing the work that had taken place during the pandemic to support individuals to move on from rough sleeping or prevent those at risk. Plans to increase temporary accommodation options were also highlighted. • The Cancer Group is planning to promote breast screening as uptake rates had fallen during the pandemic. 	Rolling programme – 6 monthly updates

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2. Provide appropriate Health and Wellbeing functions	B) Commission a portfolio of Public Health programmes to improve the health of Bromley residents and achieve a value for money	Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> All contacts are effectively monitored. The process is overseen by the Public Health Action Board at regular performance meetings. 	Rolling programme
3. Provide Public Health advice to the NHS	A) It is a requirement under the Section 75 agreement that Public Health spend 40% of their time supporting the NHS	Delivery of agreed action plan	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> The Director of Public Health is a member of the OneBromley Executive where the work plan and any additional support is agreed. Joint working and collaboration between the two agencies covers both children and young people and adults. It includes clinical advice to support commissioning and development of pathways to prevent long-term conditions. 	Rolling programme
4. Deliver Public Health responsibilities for COVID-19	A) Develop plans for outbreak control ensuring effective communication with residents and partnership working with key stakeholders	Outbreak control and communication plans in place	July 2021	Director Public Health	<ul style="list-style-type: none"> Health Protection COVID Board established and Outbreak Control Plan published which provides framework for prevention and management of local outbreaks. The plan was updated in March 2021. Frameworks have been developed for response to COVID-19 outbreaks in specific settings and with vulnerable groups whilst monitoring levels of infection in those settings. Communication and engagement plans continue to be developed and implemented for COVID-19 outbreaks. Advice and training on safe working practices continues to be provided to care homes and social care providers as well as enabling testing of front-line professionals. The local Contact, Test and Trace programme has continued to work to contact residents who have not been able to be contacted by the national team with high levels of success.. 	Completed – July 2020 Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
5. Appropriate accommodation for adults with special educational needs and/or disabilities (SEND)	A) Review how the Disabled Facilities Grant (DFG) is used across the borough	Effective use of DFG Ensure integrated working between Home Improvement and OT Teams	Late spring 2021	Director Housing, Regeneration & Planning Director Adult Services	<ul style="list-style-type: none"> The grant continues to be spent and the review is in planning stages. Home Improvement Team now located in the Housing Service and work to ensure full integration is taking place. Further review of the service to support the wider Transformation agenda is planned. Review of the DFG has been undertaken and the policy is being updated for approval in late spring having been delayed by COVID-19. Integrated Commissioning Board has approved Better Care Funding for delivery. 	Late spring 2021
	B) Increase Shared Lives take-up	Expand Shared Lives programme Increase in number of vulnerable adults living with families	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> At 1 April 2021 there were 50 approved carers providing 34 long term placements with one further individual in the process of a planned move. These are a combination of long term carers as well as named respite carers. There are 6 day support placements. There has been one new emergency respite placement. Panel was held in March resulting in 3 new carers being approved. There are several applications for new carers in the assessment process. 	Rolling programme

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6. Integrated services 0-25	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adult services are effective including commissioning	Improved understanding of demand and need that enables effective budgeting and commissioning for adult services over a three-year period Care pathways and plans agreed with young people, schools/college, parents/carers that map transition from children's services to adult services and manage expectations	April 2021	Director Children's Services Director Adult Services	<ul style="list-style-type: none"> New Head of Service 0-25s is in post and is taking strategic lead in developing this service through improved transitioning of children to adulthood. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
6. Integrated services 0-25	B) Improve systems for joint commissioning	<p>New commissioning plans for adult and children's therapies services and equipment provision</p> <p>Progress on the 0-25 Transformation Programme resulting in an integrated education, health and care commissioning strategy</p>	April 2021	<p>Director Children's Services</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> • Work on adults' therapies and community equipment services had been put on hold during Wave 2 of the pandemic, but has now recommenced. • A review of Speech and Language Therapies was completed and its recommendations agreed at the SEND Board in April 2021 • Proposals on an integrated approach for children and young people's therapies are in development and will be finalized in Q1 of the new reporting year. • Head of Service 0-25s post was agreed to take strategic lead in developing this service through improved transitioning of children to adulthood. An appointment was made in September 2020. 	Ongoing

Priority 3 Integrated Health and Social Care

Our Ambitions:

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Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Strategies shape services	A) Implement a Learning Disability Strategy	Learning Disability Strategy agreed	April 2021	Director Adult Services	• The Learning Disabilities Strategy was agreed in 2020.	Completed
		Learning Disability Partnership Board established			• A multi-agency learning Disabilities Partnership Board with service user participation and with a Member chair was established in October 2020 and is developing the Action Plan for the implementation of the strategy	Completed
		Recommission community based learning disabilities provision (day care and respite)			• A full recommission for a buildings-based day service for those with complex needs is taking place, using a negotiated awards process. A contract award will be made in June 2021.	Ongoing
		Launch recommission of supported living provision			• Community-based services with new providers are being developed across the borough to begin take up from April 2021.	Completed
					• The new residential respite service in Widmore Road began in April 2021.	Completed
					• The new supported living provision began in April 2021. • Further supported living contracts went to tender in April 2021 as planned.	Completed Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2. Integrated health services	A) Increase the integration of our services and staff with local health services (including Bromley Clinical Commissioning Group and Oxleas NHS Foundation Trust) to focus on improving the life outcomes for our vulnerable residents	With SELCCG implement revised health and care governance arrangements – Borough Based Board and One Bromley governance	November 2020	Director Adult Services	<ul style="list-style-type: none"> A joint LBB and SELCCG Borough Based Board, with joint LBB and CCG chairs, was established in 2020 to give oversight to local health developments and joint working. A response has been made to government consultation on changes to governance of local NHS services. Further proposals on governance are under development in light of changes being consulted on in the NHS White Paper Integrating Care: next steps to building strong and effective integrated care systems across England The LBB and SELCCG Integrated Commissioning Service took effect from April 2020. 	Ongoing
		Complete integrated review of children's and adult health and care therapies	April 2021	Director Children's Services	<ul style="list-style-type: none"> The reviews of adult therapies and Community Equipment Services were put on hold during Wave 2 of the pandemic. They have now re-commenced. Proposals on an integrated approach to children's therapies will be presented in Q1 of 2021/22. 	Ongoing
		Recommission Community Child and Adolescent Mental Health Services	April 2021		<ul style="list-style-type: none"> A new contract for the provision of Child and Adolescent Mental Health Services has been awarded to Bromley Y. The updated service provision began in April 2021. 	Completed
		Agree Integrated Mental Health Action Plan	January 2021		<ul style="list-style-type: none"> The Action Plan for 2020/22 has been agreed and includes demand and delivery changes resulting from COVID-19. 	Ongoing
		Integrate health and care brokerage provision	April 2021		<ul style="list-style-type: none"> Some integrated arrangements were put in place in response to COVID-19 and tested over this period. Proposals on the integration will be made in Q1 of the new reporting year. 	Ongoing

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3. Improve Transfer of Care	A) Work with Bromley Clinical Commissioning Group to explore how we can jointly improve the transfer of care processes	Sustain and develop the Single Point of Access (SPA) service established in response to the COVID-19 pandemic	April 2021	Director Adult Services	<ul style="list-style-type: none"> • A Single Point of Access (SPA) service was implemented in April 2020 and, as part of Winter Planning, was sustained through to April 2021. • Through Winter Planning arrangements and COVID-19 funding, additional health and care staff and schemes were put in place over the winter to triage patients and support safe and timely hospital discharge. • Transfer of care arrangements performed to a high standard throughout the winter and Wave 2 with the Chief Executive of the Princess Royal University Hospital Trust reporting to the Health Scrutiny Sub-Committee that there have been no problems over discharge. 	Completed
		Develop proposals and sustainable funding for post-COVID-19 transfer of care arrangements			<ul style="list-style-type: none"> • Proposals on a sustainable SPA model with additional funds provided by the PRUH have been developed and are under discussion and for agreement in Q1 of the new reporting year 	Completed
	B) Review our Reablement Service	Improved reablement service integrated as part of Adults' therapies provision	April 2021	Director Adult Services	<ul style="list-style-type: none"> • Following the successful redeployment of 50% of the reablement staff to the Single Point of Access to support hospital discharge as well as the impact of COVID-19 on the workforce, the whole team was redeployed into an integrated Rehabilitation and Reablement pathway. This has increased capacity by 40% through economies of scale and is now functioning as a 7 day intake service. In addition, wider benefits include providing system resilience for packages of care, bridging and emergency support to enable clients to remain at home. • The learning from the COVID-19 pandemic will influence the future model of the Reablement service as part of the wider transformation programme. 	Ongoing

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4. Improve access to Direct Payments	A) Continue to increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this	Direct payments increased	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> At the end of April 2021, 23.6% of adults received a Direct Payment, an improvement from 10% at the beginning of 2018/19. There are 427 adults with a Direct Payment in total. Following a competitive tendering process, the new Direct Payments Support and Payroll Service contract was awarded to the incumbent provider, Vibrance. Work began on a review of Direct Payments policies and business systems within the Adults Services Department and this will report in Quarter 1 of the new reporting year. 	Rolling programme Completed Ongoing
5. Domiciliary care	A) Improve the Domiciliary care offer for Bromley residents	New Domiciliary Care provision commissioned and implemented	September 2021	Director Adult Services	<ul style="list-style-type: none"> Contract tenders were received for both the new Domiciliary Care Framework contracts and Patch Contracts in Quarter 4. Contract awards will be made at the June 21 Executive meeting as planned. 	On-going
6. Appropriate accommodation for vulnerable adults	A) Develop a more strategic approach to the provision of accommodation for vulnerable adults in the borough through the Housing Transformation Board including supported accommodation, extra care housing and residential/nursing care	Implement Housing Strategy including vulnerable adults element	April 2022	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> Review of Extra Care Housing completed and the nomination of extra care housing into the wider allocation scheme was due to take place early 2020 to ensure most effective use of stock. Delayed due to problems associated with COVID-19. The supported accommodation contracts were extended for 18 months as a result of COVID-19 implications on residential supported accommodation. This will be considered as part of the overall Allocation Scheme Review which is due to take place 2021/22. 	Delayed

Priority 4 Ensuring Efficiency and Effectiveness

Our Ambitions:

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Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- NHS Long Term Plan (One Bromley Implementation)

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Ensure strategic and support services are effective	A) Engagement with One Bromley to strengthen the borough based structure	Develop integrated commissioning through the Integrated Commissioning Service	April 2022	Director Adult Services	<ul style="list-style-type: none"> • Integrated commissioning arrangements and One Bromley collaborative working has enabled the strong local response to Winter pressures and the second wave of COVID-19. • Further proposals on One Bromley governance are under development in light of changes being consulted on in the NHS White Paper Integrating care: next steps to building strong and effective integrated care systems across England. 	Ongoing
		Align Council and One Bromley Transformation Programmes and the One Bromley Recovery Plan		Director Public Health Managing Director, Bromley borough		<ul style="list-style-type: none"> • Work has taken place to align the One Bromley and Council Transformation Programmes to achieve better community outcomes and efficiencies through an integrated approach to health, care and education.

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2. Effective use of IT	A) Deliver new Social Care Information System for adults and children	New system in place and providing individual and performance management information	April 2022	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> Contract for new social care information system awarded in May 2020. Optimum go live on track for autumn 2021, programme end date March 2022. 	Completed
					<ul style="list-style-type: none"> The configuration of new system continued in order to align with current and developing business processes as well as workflow forms. A programme to transfer and test data from Carefirst into the new system continues to ensure live data is transferred successfully prior to implementation. 	Completed
					<ul style="list-style-type: none"> CareFirst and associated programmes have been migrated to the cloud. 	Ongoing
3. Understand the perspective of service users and residents	A) Develop a User Voice Framework and regular approach to feeding back intelligence	<p>User Voice Framework implemented</p> <p>Improved approach to engagement</p> <p>Improved understanding of what our service users are telling us</p>	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement. This management tool has been rolled out. Annual highlight report produced. Analysis of Adult Social Care Survey 2018/19 shows improvements in a number of areas particularly in social contact and in accessing information and advice. 	Completed

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4. Ensure that our approach to commissioning is robust	A) Development and implementation of commissioning plans	Develop and implement Care Homes Market Position Statement	April 2021	Director Adult Services	<ul style="list-style-type: none"> A Care Homes Market Position statement was drafted for agreement in April 2020 but is now being updated in light of the impact of COVID-19 on the Bromley care home market. This will be completed on in 21/22. 	Ongoing
		Develop evidence based commissioning of services for: <ul style="list-style-type: none"> Older people Mental health Learning Disability Working age adults with disability 			<ul style="list-style-type: none"> A health and care demand and cost analysis was completed in August 2020 and this has been used to update health and care commissioning priorities and action plans. The Integrated Mental Health and Wellbeing Action Plan was published in November 2020 and is now being taken forward by a multi-agency Board. The Learning Disability Strategy was agreed in November 2020 and new commissioning priorities developed for inclusion in the Learning Disabilities Action Plan. Commissioning priorities for older people were completed in Autumn 2020. 	Completed
5. Effective performance management	A) Continue to develop/refine performance products to support the ongoing development of performance management across the department	Improved management oversight through: <ul style="list-style-type: none"> Weekly data Monthly digests Annual Frameworks review 	April 2022 [AP]	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> Ongoing work to improve holistic oversight of a number of multi-agency workstreams including: Bromley Well, Continuing Health Care, Integrated Care Networks, Learning Disabilities, Mental Health (Oxleas S31 agreement) and Domiciliary Care. Regular reporting enhanced by fortnightly data cleaning reports Statistical neighbour reports produced when appropriate Local Account published to keep residents up to date with how the Council is supporting residents with their care and support needs as well as improvements to services to better meet individual need. 	Rolling programme