



# Business Management Team Plan 2015/16

Team Manager: Business Support Manager  
Service Plan: Social Services  
Date signed off: 29<sup>th</sup> June 2015  
Signed off by: Carys Lord

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## Team Overview

The team covers three main areas of work : Contracting and Finance, Community Care Finance and Innovation and Information. An overview of these service areas is shown below

The Contracting and Finance team undertakes a number of key roles for the Council. The team provides a variety of support services to Adult and Children's Services, as well as the Business Management and Innovation Division.

There are 4 sections within the team:

- Direct Payments
- Deferred Payments and property cases
- Contracting
- Finance and administration

### **The Team's broad functions are:**

Direct Payments:

- Assist in developing a Direct Payment service throughout the directorate
- Ensure all Direct Payments functions are efficient, timely and in line with all appropriate guidelines
- Liaise, monitor and review of the support organisation commissioned by the Department
- Work collaboratively, develop and maintain a good working relationship with the Support Organisation
- Work with service users and interested groups, to raise and maintain awareness of Direct Payment issues

Deferred Payments and property cases:

- Undertake an assessment as to whether it is appropriate for a Deferred Payment arrangement to be entered in to by the Council and the service user
- Ensure that any ensuing service users' debts to the Council for non-residential care are secured by way of either a Deferred Payment agreement or charge against the property

#### Contracting:

- Undertake the tender processes to support the commissioning of services for the Directorate
- Ensure that contracts and agreements are in place with our providers, manage and monitor performance
- Administer the approved provider List for social care services
- Ensure that providers meet the criteria for ongoing inclusion on this list
- Receive provider performance concerns and take up issues of care quality with providers

#### Finance and administration:

- Payment of invoices
- Administration of a petty cash system
- Undertake the 'end of year' reserves for the Directorate
- Administration and recording of mobile phones issued to Social Service staff
- Liaise with the Directorate's accountant regarding financial monitoring
- Travel warrants
- Orders for goods and services
- Payments for young people's rent, Independent Living Allowances, Financial Assistance, Training
- Administration of suspense account

The Community Care Finance team undertakes a number of key roles for the Council. The team provides Financial Assessment for Service User's ability to pay for chargeable services and complete appropriate checks for entitlement of state benefits. Broker packages of care for service users requiring care within their own home. Provide necessary paperwork in relation to spot contracted services and service user documentation in relation to charging. Process payments to Independent Sector, Direct Payment recipients and facilitate income from charges for services.

The Team's broad functions are:

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- Financial Assessment for service user's ability to pay for services
- Benefit Entitlement check and instigation of benefit claims
- Broker packages of care for people in their own home
- Provide necessary contract information to independent sector
- Process payments to Independent sector and Direct Payment recipients
- Produce appropriate charging information to service user's or their representative
- Facilitate income generation for charges for services
- Maintain committed expenditure in relation to Social Care budgets
- Assist with Debt recovery process
- Manage appointeeship accounts for service users who lack capacity to deal with their own benefits and have no other appropriate person able to do so.
- Administer Funded Nursing Care on behalf of Cardiff and Vale University Health Board

The Innovation and Information team undertakes a number of key roles for the Council. The team provides a public information service for social services, incorporating the statutory Family Information Service and Disability Index, support for the development and provision of services for unpaid carers, and provides secretarial and administrative support to the Senior Management Team for the Social Services Department.

The Team's broad functions are:

- Maintaining and developing the Family Information Service.
- Developing and supporting services for carers.
- Maintaining and improving information services for the Directorate
- Developing public information services for the Directorate.
- Providing a comprehensive secretarial support service to the Director of Social Services and Heads of Service

## Our Contribution to Service Plan priorities 2014/15

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Our contribution to the Service Plan priorities last year:

- We undertook a procurement process to identify a provider for the Direct Payments Support Service.
- We have increased referrals for Direct Payments from service users.
- We undertook a procurement process to identify a domiciliary provider for the new Extra Care facility.
- The team budgets were managed appropriately.
- We have reviewed the Provider Performance Protocol and implemented the new process
- We have provided young children and their families with a 'flying start' by improving information regarding suitable childcare places and activities which meet their particular needs (CYP/01).
- We have promoted opportunities for all children and young people including those with a disability or undertaking a caring role to engage in play, physical and cultural activities (CYP/02) We have pooled resources by utilising the families First Grant and the Carers Services Funding to procure a Young Carers Project. The tender was awarded for offering additional 1-1 support as a n enhancement to existing services. The Families First Disability Strand also funds a project to support and develop the Disability Index for children with special and particular needs
- We worked with the third sector and other organisations to deliver information about services for children in need via the Family Information Service (CYP/05). The Family Information Service is meeting standards as set out in 'Delivering Quality Information for Families Together' issued by the Welsh government in 2014. The Vale of Glamorgan Care Directory that provides signposting to local services for older people has been reviewed, updated and made available in January 2015.
- We have supported parents/carers on low incomes to access childcare by providing information on help with childcare costs, assisted places and benefits for parents, including the changes as a result of welfare reform, and developing information on afterschool activities and holiday provision (CL14 & CSA 2014-17)
- We have promoted the availability and access to Welsh medium education via the Family Information Service's work with parents/carers and providers using the enquiry service and web information (Welsh Education Strategic Plan 2012 -17)
- We have worked with the Play Development Team to provide information and promote opportunities for children and families to take part in play, recreational activities and events (Play Sufficiency Assessment)
- We have effectively worked with our partners to implement the Carers Information and Consultation Strategy 2012 -15 (HSCW/10) A pilot to provide carers with support in hospital settings has been extended to full-time provision until the end of March 2016. Strategy action plans have been reviewed and further updated and reprinted. A leaflet has been created to signpost carers to help and support in relation to manual handling and a pictorial guide to manual handling equipment for carers and families. We have also developed a training algorithm and observation sheet for use by health and social care practitioners.

- We have identified opportunities for working collaboratively within the Vale and regionally which will lead to improved services for customers, support innovation and deliver savings by establishing a Cardiff and Vale Carers Planning and Strategy Group, with representation from elected members, operational management, carers services, third sector and carers. We are further developing a shared Carers Emergency Card scheme with the City of Cardiff Council. This will reduce the demand for social services intervention and support independence for vulnerable people and their families by implementing contingency plans which draw on their personal resources and preferences and their social/family networks (CL3).
- We have developed and promoted the use of the website and social media to enable the public to contact us and access our services online (CL4)

## Our Team Plan 2015/16

<b>Service Outcome 1:</b>		People in the Vale of Glamorgan are able to request support and receive help in a timely manner.						
<b>Objective 1:</b>		To ensure that people have access to comprehensive information about Social Services and other forms of help and support, and are appropriately signposted to help and supported by proportionate assessments, care and support plans, and services which meet their individual assessed needs.						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
SS/A059	Undertake a procurement process to identify a provider for the Learning Disabilities day care hub pilot project.	A provider is in place within timescales and budget.	Medium	Gaynor Jones Sarah Thomas	01/06/2015	31/03/2016	Team Manager and Contract Officer time is dependent on the procurement process to be adopted.	
SS/A015	Ensure that procurement processes are appropriate for social enterprises to compete in.	Use of EBravo procurement software to run tender processes.  Responses to procurement processes are received from a variety of providers.	Medium	Gaynor Jones	01/06/2015	31/03/2016	Team Manager time, working with colleagues in Corporate Procurement and Legal Sections.	
SS/M001	Improve our performance in relation to: Percentage of service users visited within 20 working days of Financial Assessment for Residential/Nursing Care being requested	Service users receive information in a timely manner	High	Lisa Bowen Karen Ray Kathryn Rees	01/04/15	31/03/16	Within existing resources	
SS/M002	Improve our performance in relation to: Percentage of service users visited	Service users receive information in a timely manner	High	Lisa Bowen Karen Ray Kathryn Rees	01/04/15	31/03/16	Within existing resources	



	within 10 working days of Financial Assessment for non residential care being requested							
	Review financial contribution for existing service users for residential/nursing care.	Service users will receive information in a timely manner	High	Lisa Bowen Karen Ray Kathryn Rees	01/04/15	31/03/16	Within existing resources	
	Review financial contribution for existing service users for non residential care .	Service users will receive information in a timely manner	High	Lisa Bowen Karen Ray Kathryn Rees	01/04/15	31/03/16	Within existing resources	
SS/A001 (CYP6)	Work with the third sector and other organisations to deliver information about services for people in need via the Family Information Service, the Council's Contact Centre and other communication channels.	People in need have better information about the range of help and support available to them.	High	Business Support Manager	01/04/2015	31/03/2016	Existing staff resources.	
	Complete an annual review of childcare, c&yp services and family support services	<ul style="list-style-type: none"> <li>• 100% childcare settings contacted</li> <li>• New services identified and added</li> <li>• Annual review of all other services completed</li> <li>• Increased use of provider portal</li> </ul>	High	Becky Wickett	1/4/15	31/3/16	Existing Staff Resources	
	Provide information to childcare providers and information to parents/carers on childcare, family support services and	<ul style="list-style-type: none"> <li>• EYDCP mail shots facilitated</li> <li>• 2 Holiday activity programmes for children and young</li> </ul>	High	Becky Wickett	1/4/15  1/6/15	31/3/16  1/7/15	Existing staff resources	

	activities for c&yp	people provided <ul style="list-style-type: none"> <li>• 3x2 e bulletins per year for childminders and childcare providers produced</li> <li>• Schools: YYD school and 2 more primary schools achieve certificate level 1 and 2 achieve level 2</li> <li>• Ensure Registrars, HV and Midwives have stock of leaflets x 2 annually</li> <li>• Attend monthly Parent Craft sessions in Barry, Penarth and Cowbridge</li> <li>• Attend weekly outreach activities where parents are present</li> </ul>			1/2/16	31/3/16		
					1/4/15	31/4/15		
					1/8/15	31/8/15		
					1/12/15	31/12/15		
					1/4/15	31/3/16		
					1/4/15	31/3/16		
					1/8/15	31/3/16		
					1/8/15	31/3/16		

	Engage with hard to reach groups to promote FIS, help with childcare costs and relevant anti-poverty schemes	<ul style="list-style-type: none"> <li>• Attend JCP lone parent sessions and gain feedback from clients</li> <li>• Adapt FIS school cert to be relevant to partner agencies and pilot with CF and FACT Team</li> <li>• 6mth check to ensure Info centre in Llandough has stock of leaflets and posters</li> <li>• Ensure Barry Hospital has leaflets in new info centre</li> </ul>	High	Becky Wickett	1/4/15  1/4/15  1/4/15  tba	31/3/16  31/12/15  31/3/16  Subject to opening	Existing staff resources, but dependent on recruitment to vacant post	
	Develop web pages to improve information on parenting, services and activities for children and young people and family support and use social media as a key communication tool.	<ul style="list-style-type: none"> <li>• Parenting courses and web pages are available and monitored</li> <li>• Parenting web content is developed jointly with health and education professionals</li> <li>• Investigate paid adverts on</li> </ul>	Medium	Becky Wickett	1/7/15  1/4/15  1/4/15	30/9/15  31/7/15  31/7/15	Existing Staff Resources	

		<p>Facebook</p> <ul style="list-style-type: none"> <li>• Use social media to promote FIS and other activities and initiatives</li> <li>• 'youth' information is available via the childcare, activities for children and young people , and family support online directories</li> </ul>			1/4/15	31/3/16		
					1/4/15	30/9/15		
	Monitor and evaluate FIS	<ul style="list-style-type: none"> <li>• Gain feedback from service providers</li> <li>• Increase feedback gained from outreach</li> <li>• Increase feedback from JCP clients</li> <li>• Service developed in line with feedback</li> </ul>	High	Becky Wickett	1/4/15	31/3/16	Existing staff resources	
					1/4/15	31/3/16		
					1/4/15	31/3/16		
	Produce and maintain social care information in readiness for the SS&WB Act	<ul style="list-style-type: none"> <li>• Social Services e bulletin produced 4 monthly</li> <li>• Adults social care web pages developed</li> <li>• Social Care and Health web information developed in line</li> </ul>	High	Nicola Hale	1/4/15	31/3/16	Existing staff resources	
					1/7/15	31/3/16		
					1/7/15	31/3/16		

		<ul style="list-style-type: none"> <li>with SS&amp;WB Act</li> <li>Support development of social care and health directory</li> </ul>			1/4/15	31/3/16		
	Support parents of children with disabilities to access information on childcare, services and activities	<ul style="list-style-type: none"> <li>4 index newsletters produced</li> <li>Information on new services and activities distributed via e bulletin and web</li> <li>Index Feedback gained and used to improve the service</li> <li>number of children registered on Index increased</li> <li>All record details reviewed annually</li> <li>Annual Report produced and used to inform planning of disability services</li> <li>Introduce an incentive to register on the Index</li> </ul>	High	Becky Wickett	1/7/15	30/4/15 31/7/15 31/10/15 31/1/16 31/3/16	Families First Disability Strand	
					1/4/15	31/3/16		
					1/4/15	31/3/16		
					1/4/15	31/3/16		
					1/4/15	31/7/15		
					1/4/15	31/3/16		
	Deliver the actions identified in the Cardiff and Vale of Glamorgan Carers Interim Implementation Plan 2015-2016	<ul style="list-style-type: none"> <li>To improve the provision and quality of information for carers and provide a variety of ways for them to access this information</li> </ul>	High	Nicola Hale	1/4/15	31/3/16	From existing staff resources and funding from the WG Carers Strategy (Wales) Measure	

		within their communities.						
	Implement the actions identified in the Cardiff and Vale of Glamorgan Carers Information and Consultation Strategy	Provide information and advice to carers which is appropriate to them and assists them in carrying out their caring role effectively. make clear how organisations will work together to ensure that carers are consulted before they decide what services are to be provided to a carer or the person being cared for.	High	Nicola Hale	1/4/15	31/3/16	From existing resources and funding from the WG Carers Strategy (Wales) Measure	
SS/A060	In co-operation with partners establish an effective information, advice and assistance services in accordance with the requirements of the Social Services and Wellbeing (Wales) Act	We effectively support and promote the wellbeing of clients	High	Business support Manager	01/04/2015	31/03/2015	To be determined following receipt of statutory regulations from the Welsh Government	
	Deliver the actions identified in the Cardiff and Vale of Glamorgan Carers Interim Implementation Plan 2015-2016	<ul style="list-style-type: none"> <li>To raise carer awareness in all sectors to ensure better identification of carers at the early stages of caring to enable more preventative support to be provided.</li> <li>To recognise the importance of supporting carers at various stages of</li> </ul>	High	Nicola Hale	01/04/2015	31/03/2016	To be determined following receipt of statutory regulations from the Welsh Government	

		<p>their caring role, and to have a quality of life outside of that role.</p> <ul style="list-style-type: none"> <li>• To ensure that carers are actively involved and consulted on issues that affect both them and the person they care for in relation to both individual support and local services.</li> <li>• To support carers to look after their own health and wellbeing.</li> </ul>						
SS/A015	<p>Examine how best to secure an increased range of service providers in social care, especially those who use a social entrepreneurial approach which engages communities and groups of service users or carers in the design and delivery of services, achieves wider training and employment outcomes, and promotes better social networks (perhaps using volunteers and peer support).</p>	<p>An increased number of social care social enterprises, where these can deliver service improvements and demonstrate a sound business case.</p>	Medium	Carys Lord-HOS	April 2015	March 2016	Existing staff resources together with support from the Wales Co-operative Centre.	

SS/A010 (H2)	Develop a wide range of options for older people requiring support and prepare a feasibility study for the provision of an older people's village or similar community-wide model for meeting need for care and support.	Greater choice for older people, including more accommodation with care options.	Medium	Carys Lord-HOS	April 2015	March 2016	Existing staff resources	
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<b>Service Outcome 2:</b>		The Vale of Glamorgan Council protects vulnerable people and promotes their independence and social inclusion.						
<b>Objective 2:</b>		Through the Council working in co-ordination with other organisations to ensure that people are helped to achieve their best possible outcome and that people at particular risk have their wellbeing promoted and are safeguarded from abuse.						
<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</b>	<b>High, Medium or Low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start date</b>	<b>Finish date</b>	<b>How will the work be resourced?</b>	<b>Progress</b>
SS/A073 (CSSIW/A REF/IP5/2 014)	Process applications for accreditation from domiciliary agencies, care homes and day services.	New applications are processed in a timely manner, ensuring that all criteria for inclusion on the APL are met.	High	Emma Langford Sue Watts	01/04/2015	31/03/2016	Mainly Contract Monitoring Officer time, with assistance and support from Contracts Officer as and when required.	
	Maintain the Accredited Provider List.	A rolling programme of checks are undertaken to ensure on-going compliance with APL criteria.	High	Sue Watts Emma Langford	01/04/2015	31/03/2016	As above.	
	Prepare appropriate domiciliary care procurement process.	Project Group set up, to include representatives from domiciliary and third sector organisations.	High	Gaynor Jones	01/06/2015	31/03/2016	Team Manager with assistance from Contracts Officer & Monitoring Officer as and when required.	
		Procurement process and associated documentation in place for beginning of 2016/17.	High	Gaynor Jones	01/06/2015	31/03/2016	As above.	

<b>Service Outcome 3:</b>		Social Services in the Vale of Glamorgan review, plan, design and develop quality services that deliver best value for money to improve outcomes for individuals.						
<b>Objective 3:</b>		To have in place clear planning and programme management processes, which are identified in commissioning strategies and annual commissioning plans, and help to ensure an appropriate range of services that deliver equity of access, joined up services and best value from a variety of providers with defined, proportionate budgets directed to meeting service priorities.						
<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</b>	<b>High, Medium or Low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start date</b>	<b>Finish date</b>	<b>How will the work be resourced?</b>	<b>Progress</b>
SS/A065	Monitor the provision and usage of day service provisions.	Quarterly RBA cards evidence appropriate outcomes for service users.	Medium	Sue Watts Sarah Thomas	01/04/2015	31/03/2016	Contracts Officers' time and attendance at six-monthly meetings with providers.	
		Maximise the usage of day services by ensuring that block purchase placement are utilised prior to spot purchase arrangements.	High	Sue Watts Sarah Thomas Rob Jones	01/04/2015	31/03/2016	Admin officers time to input weekly returns Contracts Officers as above.	
	Realign services to increase opportunities offered in line with service demands.	Letters of Understanding are amended to reflect service requirements.	Medium	Gaynor Jones Sue Watts Sarah Thomas	01/04/2015	31/03/2016	Team Manager's and Contracts Officers with OMs for LD and LCTS.	
SS/A068	Minimise duplication of costs across Children's Services and BMI.	Stationery budgets are amalgamated for both service areas.	Medium	Gaynor Jones Steph Moseley	01/04/2015	31/08/2015	Officers to work with SSD Accountant and staff in each Division.	
	Budget management of contract and Letters of	Quarterly income & expenditure sheets are	High	Sue Watts Sarah Thomas	01/04/2015	31/03/2016	Contracts Officers.	

	<p>Understanding.</p> <p>Undertake financial transactions to appropriate service users and their families/carers.</p> <p>Reduce number of cash transactions undertaken.</p> <p>Manage the team budget.</p>	<p>received from all commissioned providers, evidencing that services are being delivered within budget.</p> <p>All transactions are undertaken in line with Financial Regulations.</p> <p>Pay Point scheme is implemented.</p> <p>All budgets are balanced at the end of financial year.</p>	<p>High</p> <p>High</p> <p>High</p>	<p>Steph Moseley</p> <p>Gaynor Jones</p> <p>Gaynor Jones Steph Moseley</p>	<p>01/04/2015</p> <p>01/07/2015</p> <p>01/03/2015</p>	<p>31/03/2016</p> <p>31/12/2015</p> <p>31/03/2016</p>	<p>Financial administration staff.</p> <p>Team Manager and SSD Accountant.</p> <p>Team Manager, Senior Finance Officer, Finance Admin Assistant, BPR.</p>	
SS/A039c CSSIW/A Ref/IP/ 2011	Develop Service Specifications that are derived from commissioning plans.	Service Specifications include clear outcomes for individual service areas.	High	Gaynor Jones	01/04/2015	31/03/2016	Team Manager and appropriate OMs.	
SS/A069	Deliver the requirements of the Social Services and Wellbeing (Wales) Act.	<p>Regulations regarding the use of Direct Payments are implemented.</p> <p>Regulations regarding Deferred Payments are implemented.</p> <p>Guidance regarding advocacy services is implemented.</p>	<p>High</p> <p>High</p> <p>High</p>	<p>Jo Perkins</p> <p>Pat Francis</p> <p>Sue Watts Sarah Thomas</p>	<p>01/06/2015</p> <p>01/06/2015</p> <p>01/06/2015</p>	<p>31/03/2016</p> <p>31/03/2016</p> <p>31/03/2016</p>	<p>Direct Payments Development Officer.</p> <p>Senior Social Care Finance Officer</p> <p>Contracts Officers with OMs from locality teams as appropriate.</p>	
SS/A068	Complete financial assessments	Assessments are completed within PI timescale	High	Lisa Bowen Kathryn Rees Karen Ray	01/04/2015	31/03/2016	Existing resource	SS/A068

	Maintain committed expenditure for Social Care Budgets	Accurate management information provided	High	Brenda Maurer Deryn Kemp Joanne Mullins Natalie Marshall Terri Roberts Claudia Buckley Rebecca Frost Catherine Klee	01/04/15	31/03/16	Existing Resources	
	Broker packages of care for people in their own home	Service Users receive care at an appropriate time	High	Deryn Kemp Claudia Buckley Rebecca Frost Catherine Klee	01/04/15	31/03/16	Existing Resources	
	Provide necessary contract information to independent sector	Clarity on individual service commissioned.	High	Deryn Kemp Joanne Mullins Natalie Marshall Terri Roberts Claudia Buckley Rebecca Frost Catherine Klee	01/04/15	31/03/16	Existing Resources	
	Process payments to Independent sector and Direct Payment recipients	Payments are made in a timely manner	High	Deryn Kemp Joanne Mullins Natalie Marshall Terri Roberts Claudia Buckley Rebecca Frost Catherine Klee	01/04/15	31/03/16	Existing Resources	
	Produce appropriate charging information to service user's or their	Su's are provided with appropriate information regarding their charge	High	Deryn Kemp Joanne Mullins Natalie Marshall	01/04/15	31/03/16	Existing Resources	

	representative	for service		Terri Roberts Claudia Buckley Rebecca Frost Catherine Klee				
	Facilitate income generation for charges for services	Income received for service provision	High	Deryn Kemp Joanne Mullins Natalie Marshall Terri Roberts Claudia Buckley Rebecca Frost Catherine Klee	01/04/15	31/03/16	Existing Resources	
	Assist with Debt recovery process	Increased income to department	Med	Lisa Bowen Karen Ray Kathryn Rees	01/04/15	31/03/16	Existing Resources	
	Manage appointeeship accounts for service users	Service users receive Personal allowance. LA receive contribution to service	High	Joanne Mullins Terri Roberts Brenda Maurer	01/04/15	31/03/16	Existing Resources	
	Deal with complex financial assessments	Cases are dealt with in conjunction with legal advice	High	Lisa Bowen Kathryn Rees Karen Ray Brenda Maurer	01/04/15	31/03/16	Existing Resources	
	Administer Funded Nursing Care on behalf of Cardiff and Vale University Health Board	Independent Nursing Homes will be paid fee for funded nursing care	High	Joanne Mullins Natalie Marshall	01/04/15	31/03/15	Existing Resources	
	Deliver actions identified in the implementation plan to meet the requirements of the Social Services Wellbeing (Wales) Act	The team will be ready to implement changes for new code of practice	High	Brenda Maurer		31/03/16	Existing Resources	
SS/A069	Deliver actions identified in the implementation plan to meet requirements of the Social Services and Wellbeing (Wales) Act	We are able to meet the duties/ requirements of the Act	High	Business Support Manager	01/04/2015	31/03/2016	From existing resources	

	Deliver the appropriate actions identified in the Cardiff and Vale of Glamorgan Carers Interim Implementation Plan 2015-2016	To ensure that resources are used as efficiently and effectively as possible to provide sustainable support services to carers.	Medium	Nicola Hale	1/4/15	31/3/16	From existing resources and funding from the WG Carers Strategy (Wales) Measure	
	Review the Carers Services Budget and gain agreement from SSMT		High	Nicola Hale	1/3/15	31/4/15	From Existing Resources	
	Work with the Contracting Team to review and update Carers SLAs		High	Nicola Hale	1/4/15	31/3/16	From existing resources	
	Implement outcomes of Secretariat team review	Support Services are fit for purpose	High	Business Support Manager	1/5/15	tba	From existing resources	