

# **CARERS ASSOCIATION SOUTHERN STAFFORDSHIRE**



## ***BUSINESS PLAN***

***2008 - 2013***

## **INTRODUCTION AND MISSION**

### **Mission Statement**

To ensure carers in Staffordshire are recognized, supported and have more control over their own lives

### **Organisation Background**

The Carers Association Southern Staffordshire (CASS) was originally founded in 1996 as the Southern Staffordshire Carers Support Project and managed by a consortium of Councils for Voluntary Service. In 2001 the organisation became a company limited by guarantee and a registered charity in its own right, with a change of name to CASS and a membership of carers, former carers and others with a commitment to carer support. CASS provides a service to informal carers of all ages living in the administrative districts of Stafford, South Staffordshire, Cannock Chase, Lichfield, Tamworth and East Staffordshire.

Referrals to the project have increased year on year and, at June 2008, nearly 4,000 adult carers and 450 young carers are registered with CASS and receiving a service to varying degrees. Over 100 former carers are also being supported through a transition period of bereavement including that experienced when the cared-for enters permanent residential care.

The work is carried out within the following principles -

- confidentiality
- equal opportunities
- protection of vulnerable adults
- child protection

Funding for the majority of the work of the organisation is provided through the County Council (current main contract running until end of March 2009); with other posts being funded from other sources but all with fixed time spans.

Other funding is received, at varying levels, from South Staffs Primary Care Trust, Staffordshire's Children's Fund, Community and Learning Partnership, South Staffs and Shropshire Healthcare Foundation Trust, South Staffordshire District Council and South Staffordshire Housing Association.

### **Area of Benefit**

The organisation's area of benefit covers the administrative districts of East Staffordshire, Tamworth, Cannock Chase, Lichfield, Stafford and South Staffordshire, an area of some 750 square miles, with a population as follows –

<i>District</i>	<i>Population 2006</i>	<i>Projected increase by 2026</i>
East Staffordshire	107,600	11.30%
Stafford	123,500	6.20%
Lichfield	95,300	5.50%
Cannock Chase	93,200	2.30%
Tamworth	73,700	-0.80%
South Staffordshire	104,900	-3.30%

However, in July 2005, with the Charity Commission's approval, members voted to extend the organisation's area of benefit to Staffordshire and the Midlands, making it easier for us to work in collaboration with other agencies on countywide projects.

## **Competitors**

CASS is the only organisation working exclusively with carers in the south of the County. Some other organisations provide support for carers as part of their services for users in the different client groups, whereas others will refer clients to CASS for support. North Staffordshire Carers Association works exclusively with carers in north Staffordshire (Newcastle and the Staffordshire Moorlands) but can also work with the south. Collaborative work is undertaken with NSCA and other agencies. We should not become complacent and assume, however, that other agencies (either locally or nationally) will not be looking for opportunities to provide carer services, particularly as it is very likely that all contracts will be going out to tender in the future.

## **CASS SERVICES**

**Advice and Information:** Advice and information is provided both on a one-to-one basis with both young and adult carers and, in the case of adult carers, through established carers groups, and with young carers, through Meeting Zones and the Young Carers Rep Group. The organisation's approach is flexible and much of the work is carried out through home visits to carers, as well as through telephone contact.

Information is provided in different ways, such as –

- Outreach and support services
- Carers Information Website
- Information Packs
- Emergency Cards
- Quarterly newsletter, ASPECTS
- Young Carers Magazine and Power Pack

**Emotional Support:** This probably accounts for the largest part of the organisation's work and is provided through face-to-face meetings and over the telephone. All CASS workers undertake comprehensive training, particularly in effective listening and counselling skills, and these skills are regularly updated.

## **Volunteer Support Service:**

The Volunteer Organiser recruits, trains and supports the volunteers who support carers in the following ways –

- Operation of a daily ring-out service (365 days a year) to vulnerable carers
- Monthly and three monthly ring-round service to carers who have requested the service
- One-to-one support through befriending, gardening, transport etc
- Help at the drop-ins, Alzheimer Cafes and with Young Carer activities

**Support Groups / Drop-ins:** CASS gives support to existing groups and assists in setting them up when a need is identified. Monthly drop-ins are run in Burntwood, Lichfield, Tamworth, Cannock, East Staffs, Codsall and Stafford and they are open to all carers.

**Maintain the health and well-being of carers:** A programme of Learning and Leisure opportunities is offered to carers. It includes training in specific issues such as

understanding conditions, behaviours and medication, opportunities for experiencing or training in complementary therapies, relaxation and stress management, that provide an opportunity to learn new coping strategies and to share ideas with other carers. Additionally taster sessions in new 'interests' are offered. Learning opportunities are also provided through local colleges etc.

Young Carers' health and well-being is also addressed through programmes of activities (see next section)

### **Leisure and social development opportunities for Young Carers:**

Monthly Meeting Zones (clubs) are held in five locations, giving Young Carers, who are often very isolated from their peers, the opportunity to mix and have fun with other young carers in similar situations. Also the clubs offer them information whilst empowering young carers to build the confidence and skills to then access mainstream activities for children and young people. All activities provided aim to support young carers in the development of pro-social identities and improved life skills as outlined in the five outcomes of Every Child Matters. A programme of activities is provided in the school holidays subject to available funding. All activities are provided promoting both physical and emotional safety and security using a child centred approach.

### **Raise Awareness of, and represent, the needs and views of carers:**

Awareness raising talks are given by staff to a range of other professionals from both the statutory and voluntary sectors. These cover the needs of carers (based on information gathered from carers themselves), together with national and local research and information about the services provided by CASS

Strong links with Staffordshire, Wolverhampton and Keele Universities offer the opportunity to raise awareness with a variety of professionals of the future.

In addition, representation is undertaken on a range of partnership boards and forums, both district based and countywide.

### **Encourage and train carers to voice their needs**

Wherever and whenever possible carers are encouraged and supported by CASS to voice their needs to relevant agencies. However, if requested to do so by the carer, CASS staff will act on their behalf.

### **Facilitate appropriate consultation between statutory agencies and carers**

A variety of consultation methods are used and carers' views are fed back into the planning and commissioning system.

## **FUTURE TRENDS AND INFLUENCES**

A comprehensive needs analysis was undertaken to inform this business plan and those with the most impact are summarised below. The full documents are available on request.

### **Carers / The cost of care**

We know that, in southern Staffordshire, there are thousands of carers whose work and dedication to the people who need their support is crucial to the ongoing operation of the local health and social care system and, indeed, to the wider economy. Recent national research has shown that the economic value of the contribution made by carers each year in the UK is significantly more than the annual cost of the entire NHS, and more than four

times the amount spent on social care services for adults and children by local authorities each year.

This research<sup>1</sup> which was undertaken by the University of Leeds and published in September 2007 by Carers UK estimates that the economic value of the contribution made by carers in the UK is a remarkable £87 billion per year, or looked at another way, an average of £15,260 per year for every carer in the UK. This figure has been calculated by using a unit cost for replacement care of £14.50 an hour; this is an official estimate of the unit cost for adults and older people receiving home care based on annual returns from local authorities in 2005/06.

The amount of unpaid care provided in South Staffordshire can be verified by reference to figures taken from the 2001 Census<sup>2</sup>. Whilst these figures may now be considered out of date, they are almost certainly an underestimate of the picture in 2008. Table 1 sets out information obtained from the 2001 Census, in response to the question –

*'Do you look after or give any help or support to family members, friends or neighbours or others because of long term physical or mental ill-health or disability or problems related to old age?'*

	STAFFORD	EAST STAFFS	TAMWORTH	LICHFIELD	CANNOCK CHASE	SOUTH STAFFS	TOTAL
ALL PERSONS	120,670	103,770	74,531	93,232	92,126	105,896	590,225
PROVIDES 1-19 HPW	9,705	7,201	4,799	7,535	6,542	9,313	45,095
PROVIDES 20-49 HPW	1,265	1,078	883	923	1,260	1,211	6,620
PROVIDES 50+ HPW	2,309	2,075	1,792	1,840	2,316	2,217	12,549
% OF ALL CARERS PROVIDING 50+ HPW	17.39%	20.04%	23.98%	17.87%	22.89%	17.4%	19.5%

TABLE 1. Number of Carers in Southern Staffordshire (by local authority area)  
Source: ONS-Census 2001. ref UV21. HPW=Hours Per Week

The calculations in the research based on unit cost for replacement care can be used to provide information about each local authority area. The research provides information for the whole of Staffordshire, and the figures can be extrapolated for the area covered by the Carers Association on the basis that CASS covers 73% of the total Staffordshire population. The implications of this are set out in Table 2 below.

	STAFFORDSHIRE	CASS AREA (73%)
NUMBER OF CARERS	89,515	64,264
£ VALUE OF CARING	£1,265 million	£924 million

Table 2. Value of Carers in Staffordshire  
Source: 'Valuing Carers' published by Carers UK 2007

<sup>1</sup> 'Valuing Carers – calculating the value of unpaid care. Published by Carers UK in 2007. Authors: Dr Lisa Bucknor and Professor Sue Yeandle, University of Leeds

<sup>2</sup> 2001 Census Standard Tables, supplied by ONS, the General Register Office for Scotland & the Northern Ireland Statistics and Research Agency (NISRA) Crown Copyright 2003

In addition to the basic costs of hands-on caring which can be seen as a significant saving to the local health and social care system, Carers UK has also undertaken research<sup>3</sup> into the financial impact of caring. Based on a survey, published in May 2007, of nearly 3000 carers, it is clear that the majority face severe financial penalties as soon as they start caring for a disabled or chronically sick relative or friend. For example they may have to give up their jobs, sell their homes, cut back on heating, food and clothes, and sacrifice future pensions. Many of them would like to continue in work but feel they are unable to do so.

These are issues which CASS intends to highlight locally, to ensure that carers' needs are recognised and to strive to value the difficult work they undertake.

### **Population Changes**

The overall number of those aged over 75 in the United Kingdom is set to rise from four million in the mid-1990s to over five million at the beginning of the 2020s. It is possible that medical advances will keep us alive longer, but without keeping us physically fit for the same period. Disabilities are less likely to lead to earlier deaths; but those with disabilities who live longer may require care for longer. Additionally 1 in 20 people age 65 and over have dementia with the number rising to 1 in 4 over the age of 85 years<sup>4</sup>. The total number of people with dementia in the U.K is forecast to increase to 1 million by 2021 and nearly 2 million by 2051. This represents an increase of 38% over the next 13 years and 154% over the next 43 years.

The population of carers is in a constant state of flux. An estimated 301,000 carers move into and out of caring each year.<sup>5</sup> The report 'It could be you' concluded that if measures to support carers were not implemented now, the next generation of carers could be less likely to continue to provide support. The report also suggested that there could be a 60% increase in demand for support from carers in 35 to 40 years time<sup>6</sup>

The profile of the population in Staffordshire is projected to continue to age, with a significant decline in the number of young people and more significant increase in the elderly population. By 2026 it is estimated that population of over 65's will have increased by 55% to 214,800<sup>7</sup>.

### **Social Care and Health**

Over the past 12 months the County Council has begun implementation of its 'Changing Lives' programme which plans a new way of providing community and residential services but which for many carers has caused a great deal of consternation. The County Council has commissioned services from CASS since 1996 and referrals to CASS have steadily increased year on year, but often so has the complexity of the cases, requiring much greater in-depth and time sensitive intervention. This year has been no exception and, because of changes being implemented by the County Council, more carers have been seeking support.

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<sup>3</sup> 'Real Change not Short Change' published by Carers UK May 2007

<sup>4</sup> Kings fund 2007 Dementia UK The full report

<sup>5</sup> 'It Could Be You' : A Report of the chances of becoming a carer published by Carers UK 2001.

Author: Mike George

<sup>6</sup> 'It Could Be You' : A Report of the chances of becoming a carer published by Carers UK 2001.

Author: Mike George

<sup>7</sup> Staffordshire JSNA 2008

The introduction of Direct Payments for both service users and carers has also had an impact and, although positive for some carers, for others has increased their responsibilities and resultant anxiety levels.

Towards the end of 2007/2008 the Joint Commissioning Unit (JCU) was established and although this will set the strategic direction for the commissioning and procurement of services, the budgets will be held with districts. At this stage it is unclear as to how this will impact on the commissioning of carer support services.

District Children's Trusts are in existence but are not yet in the position of commissioning services. This is still to be undertaken by the Children and Life Long Learning Directorate through the Children's Fund

## **The NHS**

Recent years have seen a number of changes to the NHS. On 1<sup>st</sup> October 2006 the four PCTs in southern Staffordshire merged into one – South Staffordshire PCT. Whilst the PCT had in the past been able to commission services directly, recent government policy largely devolves responsibility for commissioning local health services for Primary Care Trusts to local GP practices. In South Staffordshire, the majority of GP Practices have come together to create five local commissioning consortiums, although some practices have decided to remain independent.

These changes within Health and Social Care make it even more important for carers of all ages to have support and a "voice" ensuring that their needs are recognised and met. The challenge will be, with such a variety of commissioners, to ensure that services are commissioned that are equitable and appropriate.

## **Government Policy**

The 2008 National Carers Strategy was launched in June<sup>8</sup> and set out a vision for services for 2008 to 2011 and beyond. This included a commitment to providing increased advice and information; breaks; expansion of NHS support for carers; assistance to enable carers to be able to better combine paid employment and their caring role and to re-enter the job market after their caring role has ended; improved emotional support; increased support for young carers; expert partners in care; ensuring that Third Sector support for carers is available to a larger proportion than is currently reached.

The increased implementation of Direct Payments and personalised budgets will impact on the provision of appropriate services for carers

The 2008/2009 'refreshed' Local Area Agreement (LAA) for Staffordshire contains one indicator specifically referring to carers – NI135; Carers receiving needs assessments or review and a specific carer's service or advice information. The increase in assessments being proposed and that fact that a service/advice/information being provided by a Third Sector organisation can now be counted, will, without doubt, impact on the number of referrals being made to CASS and on expectations about services offered.

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<sup>8</sup> 'Carers at the heart of 21<sup>st</sup> century families and communities' DoH 2008

## **STRATEGIC DIRECTION**

This plan is written to build upon the achievements of the period between 2003 and 2008 by continuing and improving the services already recognised as being effective and by developing others in response to identified need.

Underpinning the work will be the maintenance of a strong and effective CASS team and the minimising of the negative effects of staff having to work, geographically, in isolation. Training opportunities to develop the skills and knowledge base of staff are identified in a Training and Development Strategy.

Additionally the plan is based on the assumption that the funding contract with the County Council's Directorate of Social Care and Health will continue past March 2009. The proposals take into account known and anticipated funding sources for development but not for core services.

CASS will continue to respond to the needs of carers and will ensure that it is in a position to take every opportunity to improve its service provision as opportunities arise. All existing and new services are, and will be, monitored and evaluated to ensure that they are of the level and effectiveness that carers are looking for.

The organisation's first priority has always been to respond to the immediate needs of individual carers, very often preventing a breakdown in the caring role, and to remain in contact as much as possible to ensure crisis situations do not re-occur. This priority will not change. However, because of steadily increasing referrals and demands on front line staff, the support provided by volunteers provides much of the ongoing contact for adult carers.

Strong and effective relationships with other agencies, both statutory and voluntary, are vital if carers are to receive the support they need from all sectors and a true recognition of the value of their role from all sectors. This must include carers in the planning of services both on a personal basis for those for whom they care and on a much wider basis when new, or changes to, services are being proposed. A good deal of work has already gone into building these relationships but there is still considerable work to be done, particularly in terms of the NHS. We hope that recent changes to the structure of the health and social care planning, commissioning and provision will open new areas of work for CASS to become involved in.

## **FINANCIAL IMPLICATIONS**

### **Consolidation and improvement of existing services**

We recognise and value the County Council's commitment to carers through their funding of CASS, particularly in the light of their limited resources and demands on them. Therefore no assumption has been made of any increase in the level of their funding. However, additional funding will be needed to consolidate and develop existing services particularly in response to increased demand.

Increased effort needs to go into seeking financial support from NHS organisations, as much of the work undertaken by CASS maintains carers' health and well-being, thus reducing the call on health services for the carers and the cared for.

Sponsorship or donations for specific items or activities will be sought from organisations and individuals who have shown an interest in the work of CASS and a willingness to support this financially.

### **Funding Opportunities**

These are, and will continue to be, provided from a range of sources at local, regional, national and European level. Some of these present themselves at short notice and it is important that CASS is ready and prepared to take full advantage of opportunities.

### **Development of new services**

Many of the proposed new developments will only be possible if specific time can be allocated. Developing projects and compiling bids for specific funding takes considerable time, hence the proposal for a dedicated Business Development / Funding worker.

A number of the other proposals would have time implications for existing staff (for example work with employers to develop models of good practice) and these will only be possible if dedicated staff time can be identified.

There will always be new areas of work that will be appropriate for the organisation to become involved with, and although this must be welcomed as an acknowledgement of the importance of carers and the role played by the CASS, care must be taken that any new initiatives are properly funded and that, if they are not time limited, they must be sustainable. CASS may be able to generate income, other than that through donations and perhaps training provision, through Direct Payments, Personalised Budgets, establishing a Social Enterprise for some of its activities etc. This income generation, together with possibilities for partnership working, must be thoroughly explored.

## **STRATEGIC AIMS**

### **To provide advice, information and support to carers**

- Continue to provide a range of information for carers
- Maintain and develop support to carers
- Increase the diversity of services
- Develop services for mental health carers

### **To ensure that the capacity and quality of the service to carers is of the highest possible standard**

- Increase current levels of service to meet demands.
- Continue to develop quantitative and qualitative monitoring and evaluation systems
- Continue to recruit, develop and support staff through systematic training, development and supervision
- Make best use of evolving technology

### **To raise awareness of carers and their needs**

- Increase carer awareness with commissioners and providers of services
- Promote the identification of carers by themselves and others
- Maintain and develop networking links to encourage partnership working with statutory and voluntary agencies

### **To provide opportunities for carer involvement in service planning and delivery**

- Influence service planning and delivery of support to carers
- Maintain and improve methods of consultation with carers
- Maintain and improve representation of carers' views

- Improve feedback to carers on strategic matters.

**To give carers choice and control in order to improve lives and opportunities**

- Improve lives through Carers' Assessments
- Maximise carers' incomes
- Promote good mental and physical health for carers
- Promote training, education, and life opportunities for carers
- Increase the number and variety of breaks available to carers
- Improve support for working carers

APPENDICES:

1. Action Plan 2008 - 2013
2. Budget 2009/10
3. Organisational chart (as at November 2008)

Any comments or feedback on the Business Plan would be welcomed and should be addressed to -

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**1. To provide advice information and support to informal Carers**

<b>Strategic Aim</b>	<b>Objectives</b>	<b>Outputs</b>	<b>By When</b>	<b>By Whom</b>	<b>Outcomes</b>
To continue to provide a range of information for carers.	Regularly review in house information and resources to ensure that they are appropriate, useful and up to date	Regular reviews of CASS information and publications, including content and frequency of production	Ongoing	CAB Young Carers Representation Group SMT Team Days	Information provided is up to date, relevant, useful and accessible
	Provide information in other formats as requested	External information reviewed by each department on ongoing basis			
	Regularly look for opportunities to promote the organisation and its services	Comprehensive list of sources of translation and interpretation that can be accessed  Write and utilise a Marketing and Publicity Strategy	December 2008	P&CW SMT Trustees	Improved recognition and profile of the organisation
		Identify alternative outlets for publicity material	Ongoing	P&CW SMT	Increased awareness and reaching a wider community
To maintain and develop support to carers	To review outreach service in response to demand through quarterly monitoring etc.  To provide outreach services to meet	Monitoring and evaluation of impact of: <ul style="list-style-type: none"> <li>• Outreach</li> <li>• Home visits</li> <li>• Phone support</li> </ul> For both adult and young carers	Quarterly	SMT Adult Team Young Carers Team	Carers lives and opportunities are improved and services are configured to meet the need



<p>Develop services for mental health carers</p>	<p>Work towards establishing a seamless, non discriminatory mental health service for carers of any age of people with functional or organic problems</p> <p>Respond to projected increased in demand for dementia services</p>	<p>Draw up a service proposal</p> <p>Identify funding to support necessary staffing</p> <p>Identify funding to support new and innovative services for carers, alone or in partnership with other organisations</p>	<p>September 2009</p>	<p>CO ACO YCPM</p>	<p>CASS will be able to offer a more robust, effective service</p>
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## 2. To ensure that the capacity and quality of the service to carers is of the highest possible standard

Strategic Aim	Objectives	Outputs	By When	By Whom	Outcomes	
To increase current levels of service to meet demand	To regularly review the organisation's ability to meet changing demands	Annually review structure	Annually	SMT Trustees	Organisational structure is fit for purpose	
	To review service delivery levels in response to demand for service	Quarterly monitoring including waiting times, interventions and take up of services and activities	Quarterly July, October, January, April	CO & SMT	Service demand is met and shortfalls in service are identified and considered	
	To ensure continuation of adequate levels of funding	Be proactive in identifying new or continued areas of funding.	Ongoing	Ongoing	SMT CO Trustees	Organisation remains sustainable and new initiatives can be developed
			Regular monitoring of finances	Ongoing	Trustees CO	Funding used appropriately ensuring best value
	To develop new initiatives, identify new opportunities for business development and sources of funding	Respond to opportunities for service development taking into account changes in direction of social care and health provision	Ongoing	Ongoing	SMT CO Trustees	Support for carers will be increased and improved
			To appoint a Business Development/Funding Worker	July 2009	CO Trustees	Opportunities including social enterprise or community interest companies are explored
			To actively seek opportunities for partnership working	Ongoing	SMT	Improved services through joint delivery with other organisation
To continue to	Monitor the numbers	Record statistics	Quarterly (July,	SMT	Identify trends and	

<p>develop quantitative and qualitative monitoring and evaluation systems</p>	<p>and profiles of carers contacting the service, together with levels of service delivery</p> <p>Evaluate the quality and impact of services using the following methods:</p> <ul style="list-style-type: none"> <li>• PQASSO</li> <li>• IIP</li> <li>• External evaluation</li> <li>• Carer evaluation</li> </ul>	<p>using the database and staff returns</p> <p>In house organisation quality group</p> <p>External independent organisation review</p> <p>CASS Advisory Board Young Carers Rep Group</p> <p>Using evaluation tools relevant to different aspects of the service</p>	<p>October, January, April)</p> <p>Quarterly meetings</p> <p>March 2008</p> <p>Quarterly meetings</p> <p>Bi-annual survey and post events evaluation</p>	<p>CO</p> <p>Quality Group</p> <p>To be identified by CO and Trustees</p> <p>CAB CO ACO YCPM</p> <p>SMT</p>	<p>pressure on service</p> <p>To ensure highest quality standards</p>
<p>To continue to recruit, develop and support staff through systematic training, development and supervision</p>	<p>Maintain robust personnel procedures including recruitment and induction processes</p> <p>Provide appropriate training and development opportunities and support for staff</p>	<p>Review recruitment and employment practices, policies and procedures</p> <p>Write Training and Development Plan</p> <p>Maintain regular GAS sessions</p> <p>Provision of external supervision/support as necessary</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2009</p> <p>Ongoing and regular</p> <p>As required</p>	<p>SMT Employment Sub Committee</p> <p>SMT Employment Sub Committee</p> <p>SMT</p> <p>SMT</p> <p>External agencies</p>	<p>Appropriate selection of staff</p> <p>Policies and practices are robust and support both staff and organisation</p> <p>Staff are developed to deliver a high standard of service, whilst improving their knowledge and skills</p> <p>Staff feel supported and are retained</p>

		Review Annual Personal Review system	December 2008	SMT	
		Evaluate training undertaken	Ongoing and regular	SMT	
To make best use of evolving technology	Ensure that IT systems and equipment are appropriate and fit for purpose	Provide staff with tools to do job  Ensuring IT support contracts deliver the required service  Being aware of advancements in technology that will improve the service  Review and develop website	Ongoing    Commence January 2009	SMT Board of Trustees   WRDW Project Team	Improve collection process, sharing and provision of information for carers, staff and stakeholders    Make site more interactive and increase opportunities for carers to gain support and information

### 3. To raise awareness of Carers and their needs

Strategic Aim	Objectives	Outputs	By When	By Whom	Outcomes
To increase carer awareness with commissioners, providers of services and front line staff	To ensure that carers views are taken into account	To supply agencies with information about carers to assist in their planning	Ongoing in line with commissioning cycle	CO ACO YCPM	Carers influence, change and developments
	To increase referrals to CASS	Proactive seek opportunities to promote CASS services with front line staff in all agencies	Ongoing Each OW to visit district teams a minimum of once a year	All staff	Carers are aware of CASS services and able to access support
	Improve healthcare support to carers	Recruit to the post of hospital based Carers Link Worker	October 2008	ACO	Other agencies are aware of CASS services and referral process
		Seek funding to establish a primary care Carers Link Worker	April 2009	CO ACO	
To promote the identification of carers by themselves and others	To increase the uptake of support by carers	Utilise Marketing & Publicity Strategy	Ongoing	All staff	Increase in the number of carers accessing services and support
	Improve public awareness	Work with GPs to promote the use of carers registers			
		Give talks to agencies, community groups and employers who may come in contact with carers			

<p>To maintain and develop networking links to encourage partnership working with statutory and voluntary agencies</p>	<p>Seek opportunities to work together in response to identified need</p>	<p>Keep up to date with potential developments and funding streams</p> <p>Identify potential partners for specific projects, through established and new networks</p> <p>Be proactive in working with partners to develop proposals for new services to present to commissioners.</p>	<p>Ongoing</p>	<p>CO ACO YCPM L&amp;LPC</p>	<p>To share costs and improve services using local knowledge and experience</p>
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#### 4. To provide opportunities for carer involvement in service planning and delivery

Strategic Aim	Objectives	Outputs	By When	By Whom	Outcomes
To influence service planning and delivery of support to carers	To maintain and develop representation on appropriate boards and forums	Ensure that staff time as representatives is used effectively	When appropriate	All staff	Carers profile and participation raised at all levels
		Identify, enable and support carers who are willing to represent carers views	December 2008 and ongoing via Aspects	CO ACO YCPM	Carers influence, change and developments
		Improve feedback mechanisms	Ongoing	All staff	Raised awareness
To maintain and improve consultation methods with carers	To ensure the carers voice is heard	Establish a database of carers willing to undertake consultation	November 2008	CO ACO	Carers will have a voice, be heard with increased opportunities to effect change
		Encourage carers to identify issues common to them and use a variety of channels to consult with carers inc - questionnaires - focus groups - interactive website - telephone	Ongoing	All staff	
		Ensure that carers are informed of opportunities through other agencies initiatives (e.g. County Council E panel, LiNKS etc)	Ongoing	CO ACO PCW	

<p>To maintain and improve representation of carers views</p>	<p>Ensure CASS / carers reps have a place at all relevant boards/fora and that their views are accurately and appropriately represented</p> <p>Encourage, train and support carers to act as representatives for other carers in strategic arenas</p>	<p>CASS active attendance at countywide and district level</p> <p>Identify and support candidates and run courses to develop necessary skills</p>	<p>Ongoing</p> <p>Ongoing, starting in Autumn 2008</p>	<p>CO ACO YCPM L&amp;LPC</p> <p>CO ACO YCPM</p>	<p>Carers feel skilled and able to participate effectively</p>
<p>To improve feedback to carers on strategic matters</p>	<p>To keep carers up to date with changes and developments</p>	<p>Investigate preferred methods of feedback using CAB, YCRG and members</p> <p>Use AGM; local media, Aspects, website more effectively</p>	<p>Spring 2009</p> <p>Quarterly – April July October January</p>	<p>CO ACO YCPM</p>	<p>Carers will be better informed</p>

## 5. To give carers choice and control in order to improve lives and opportunities

Strategic Aim	Objectives	Outputs	By When	By Whom	Outcomes
To improve lives through Carers Assessments	Support Social Care and Health in undertaking quality Carers Assessments and reviews	Promote the uptake of Carers Assessments  Providing information to carers on the assessment process  Feedback to Social Care and Health on carers experiences  Investigate the feasibility of undertaking CAs on behalf of social care	Quarterly, through Aspects  Ongoing through Information Pack and events  Ongoing and formally once a year in April  December 2008	All staff    CO	More carers receive an assessment, support and services    Quantity and quality of assessments will be increased and improved
To maximise carers incomes	Ensure access for carers to benefit/financial advice  Assist in increasing the take-up of Carers Allowance  Encourage the uptake of Carers Direct Payments	Work in partnership with specialist agencies  Provide ongoing training for staff in basic benefits advice  Promote CA through outreach; Aspects; info pack.  Through new database monitor the uptake  Promote and evaluate the uptake of DPs in collaboration with other agencies	Ongoing  Through induction and updated as appropriate  Ongoing  Quarterly July October January April  Annually	Adult team  ACO  All staff  CO ACO  Outreach staff ACO	Carers are not financially disadvantaged through their caring role

	Support carers in taking more control over their money management	Research the need for Money management workshops and respond appropriately	Summer 2009	CL&LP YCSTM	
To promote good mental and physical health for carers.	<i>Young carers:</i> To increase the opportunities for young carers to access activities	Seek funding for CASS activities and staffing	Ongoing	YCSTM	Increased good mental health and physical well being, together with improved life skills  Reduce exclusion and promote social inclusion
		Seek to develop and maintain meaningful partnerships to provide targeted services in universal settings	Ongoing	YCSTM and staff	
		Monitor existing activities and seek to develop new initiatives to meet needs	Ongoing and after each event/activity	YCSTM and staff	
	To make healthy choices in relation to their physical, mental, emotional, sexual and overall lifestyle	Provide access to information, signposting, guidance and emotional support (yc and whole family approach)	As above	YCST	
	Improve life and social skills	Use activities and informal discussion	As above	YCST	
	Ensure smooth transference from young to adult carer services	Research the needs of young carers between the age of 18 and 30	October 2008	YCAC	
	Use findings of the research to develop appropriate services	March 2010 March 2009	CO / ACO YCTM		

	<p><i>Adult carers:</i> Improve attendance at drop-ins</p> <p>Broaden the Learning and Leisure service programme of activities</p>	<p>Review role and purpose of drop ins</p> <p>Seek to attract attendance by those carers currently not engaged</p> <p>Using CASS knowledge and experience, alongside current research to develop new initiatives</p>	<p>Ongoing</p> <p>Ongoing and quarterly</p>	<p>ACO L&amp;LPC and team Adult services</p> <p>All staff</p> <p>L&amp;LP team</p>	<p>To ensure appropriate use of resources for best value</p> <p>Increased numbers of carers receive support</p> <p>Carers are introduced to new experiences and skills increasing their confidence, maintaining their health and reducing their social isolation</p>
<p>To promote training, education, and life opportunities for carers</p>	<p>To provide carers with choice and assist them to have a life outside of caring</p> <p>To offer opportunities to enhance personal development</p>	<p>Provide a range of in-house activities</p> <p>Identify and publish available courses (e.g. in Further Education &amp; vocational training)</p> <p>Encourage and support carers to take up activities through other providers</p>	<p>Ongoing, reviewed quarterly</p> <p>Quarterly and as necessary</p> <p>Ongoing</p>	<p>L&amp;LP team</p> <p>L&amp;LP team</p> <p>L&amp;LP team</p>	<p>Carers lives will enhanced, confidence built and horizons broadened</p> <p>For some this may mean taking up paid employment or volunteering</p>
<p>To increase the number and variety of breaks available to carers</p>		<p>Review and evaluate the Alz Cafes and further develop services in response to the findings</p> <p>Evaluate the impact</p>	<p>Between Aug 2008 and October 2009</p> <p>December 2008</p>	<p>ACO ACC</p> <p>CO</p>	<p>Breaks meet the needs of carers</p>

		<p>of the Carers Break Fund and share outcome with funders</p> <p>Use knowledge and experience to influence future developments and commissioning of breaks</p> <p>Draw up a proposal to act as brokers for proposed dementia breaks service</p> <p>Be aware of openings in relation to individualised budgets and direct payments, working alone or with partners</p>	<p>Ongoing</p> <p>December 2008</p> <p>Ongoing</p>	<p>CB administrator</p> <p>CO ACO L&amp;LPC</p> <p>CO ACO</p> <p>CO ACO L&amp;LPC</p>	
To improve support for working carers	Raise awareness with businesses and employers of the needs of working carers and show them the benefits of retaining them on their staff	<p>Seek funding to employ a Carers and Employment worker</p> <p>Work with partner agencies to promote carer friendly working policies</p> <p>Undertake staff surveys for partner agencies as requested</p> <p>Work in partnership with districts councils to reach the business community</p> <p>Produce and circulate</p>	<p>September 2009</p> <p>Ongoing</p> <p>As identified</p> <p>As opportunities arise</p> <p>As opportunities arise</p>	<p>CO</p> <p>CO ACO</p> <p>WRDW</p> <p>CO ACO</p> <p>CO</p>	Carers are enabled and supported to carry on working if they so wish

		information to support the benefits of retaining carers on the workforce		ACO P&CW	
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Key:

ACO	Asst Chief Officer
CAB	Carers Advisory Board
CB	Carers Breaks
CO	Chief Officer
L&LP	Learning and Leisure Project
L&LPC	Learning and Leisure Project Co-ordinator
P&CW	Publications and Communications Worker
SMT	Senior Management Team
WRDW	Website Research and Development Worker
YCAC	Young Carers Activities Co-ordinator
YCST	Young Carers Support Team
YCSTM	Young Carers Support Team Manager