

Strategic Framework

2021-2025

Celebrating 25 years in Lanarkshire

Our Journey Route and Plan to 2025



Lanarkshire
Carers

Our Vision

'Lanarkshire Carers works with and for carers in Lanarkshire to develop and deliver services that make a positive difference to their lives'

Our Mission

'To ensure that carers in Lanarkshire are identified, engaged, well informed, involved, supported, and empowered'

Our Values

'Our values guide our behaviour and expectations and how we will aim to conduct our business no matter what we are doing. They will guide, inspire and constrain our actions.'



Lanarkshire Carers Aims

- ▶ Carers in Lanarkshire are identified to ensure that they are engaged, well informed, involved, supported and empowered to manage and sustain their caring roles
- ▶ Carers can access breaks from their caring role and enjoy a life outside caring
- ▶ Preventative, practical and emotional support is available to carers at an early stage and ongoing throughout their caring journey
- ▶ Carers have a voice which is heard, listened to and effective
- ▶ Carers receive training and development relevant to their caring role
- ▶ Communities and partner organisations are aware of carers and the issues that impact on them
- ▶ Carers are aware of their rights and are recognised and valued as equal partners in care

Lanarkshire Carers Governance

Lanarkshire Carers is a well-established, carer led organisation formed in 1995, by local carers for local carers. Carers make up the membership of the organisation and are engaged in roles involving the governance, influence and decision making processes. Partnership with carers is the foundation of our organisation where they are valued as equals and experts. The Board of Directors meet monthly and report to the Annual General Meeting of full members. The constitution, objects and purpose of the charity are set out in the Articles of Association. This governing document sets out our membership structure and informs our carers involvement strategy.

Lanarkshire Carers, in partnership with local and national stakeholders, seeks to ensure that carers are seen, heard, understood and supported.

Lanarkshire Carers Finances

Lanarkshire Carers is funded through contracts with both North and South Lanarkshire Council. We also secure funding through Shared Care Scotland, from the Scottish Government, to fund short break grants for carers. We apply for other funding streams and grants as and when appropriate such as Carer Trust grants, National Lottery funding, SCVO and other sources. The organisation benefits from fundraising activities, donations and gifts to support our activities. Lanarkshire Carers will continue to seek funding to sustain and expand services to carers across Lanarkshire.

Lanarkshire Carers Work Streams

Plans

Lanarkshire Carers Centre Ltd, now using the operating name Lanarkshire Carers, has been in Lanarkshire for over 25 years. We work with and for carers to ensure that they have access to information, advice and support services that are carer led in their design and delivery.

Carers Rights and a Human Rights based approach are fundamental to our work; Fairness, Respect, Equality, Dignity and Autonomy. We have developed knowledge and understanding of this across the organisation.

This strategic framework sets out our foundations and overarching plans for the future. We will continue investment in our organisation, service development and innovation to deliver effective and sustainable support.

We mobilised the commissioned Direct Support Services for Adult Carers in North Lanarkshire in March 2019 and the integrated Adult Carers Support Services in South Lanarkshire in June 2020. These contracts are both secured until 2023 with the possibility of extensions to 2025 and then 2026. We also lever in additional funding from other sources to directly support carers throughout Lanarkshire.

The COVID-19 pandemic brought and required significant change to our organisation, adapting and developing the way we deliver our services to ensure that carers continued to have access to the information, advice and support they need. We will ensure that our services continue to meet the needs of carers and identify new ways of responding to the changing landscape in which we operate.

We will build a sustainable, diverse, flexible and adaptable organisation with and for carers, in which people flourish.

Actions / Ambitions

- ▶ Lanarkshire Carers' ambition is to be the 'go to' organisation for direct carer support throughout Lanarkshire, trusted for delivering high quality, innovative and valued services.
- ▶ A point of contact for information, advice, guidance and support for partners as well as carers, we are experts in our field.
- ▶ Lanarkshire Carers activities are designed to make a positive contribution to the key objectives across both national and local government policy and strategies that affect/influence carers lives.
- ▶ Carers are at the heart of our decisions and we will continue to embed carer led practice as we emerge from the pandemic and plan for the future.
- ▶ Lanarkshire Carers is a place carers recognise, where carers feel they belong and are able to share their experiences, are listened to and supported.
- ▶ Lanarkshire Carers stands with carers and is passionate about achieving our mission
- ▶ Lanarkshire Carers will continue to grow and develop as an organisation, planning effectively for future success.
- ▶ The pandemic has further evidenced that there is a large and growing amount of hard to reach/seldom heard carers and Lanarkshire Carers will facilitate discussions with stakeholders and commissioners to reduce isolation and further develop our reach and response.

- ▶ We will share the wealth of knowledge, information and lessons learned gathered through our work to influence and inform carer centred practice, expand services and shape services.
- ▶ Lanarkshire Carers will contribute to and develop the Wellbeing Economy within Lanarkshire and focus on positive mental wellbeing for staff and carers.
- ▶ To ensure that all aspects of our commissioned obligations are being met, planning our use of all available resources to ensure contract compliance and future success.
- ▶ Ensure that our disaster recovery and business continuity plans are monitored and updated for successful implementation when required, as shown during the Covid-19 pandemic.
- ▶ To maintain financial stability for Lanarkshire Carers looking beyond our current contract security and seeking renewed and new funding streams where appropriate.
- ▶ We will lever in additional resources for carers in Lanarkshire including short break and other grant funding and opportunities.
- ▶ Lanarkshire Carers will plan for post pandemic recovery, retaining our flexible approach, and positives from new ways of working digitally, automated and remotely whilst valuing the unique and important place of face to face relationships and delivery.

Provision

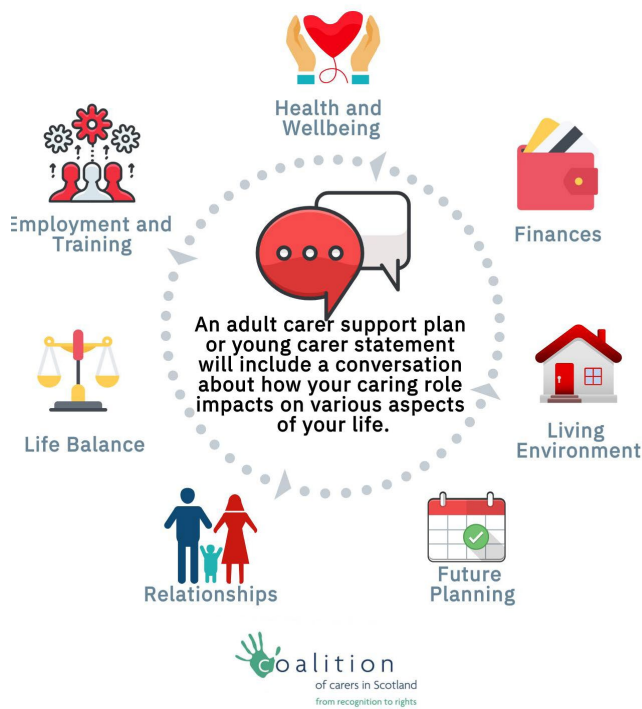
By carers we mean people who provide unpaid support and care to another person. There are many different carer groups and Lanarkshire Carers support is available to all carers aged 18 years or over who live in Lanarkshire.

Our service delivery model and practice consider all aspects of life in order to understand what is important to each carer and to agree personal outcomes. Carers are encouraged and helped to consider what they can do for themselves, what support might come from other community and family resources and how the services we offer might help.

We deliver comprehensive direct early and preventative support utilising a wide range of flexible service delivery methods. We work collaboratively with partners from all sectors and signpost/refer carers to other service providers and community/universal services and support.

We help carers achieve their personal outcomes. We offer choice and control for carers to access the right support at the right time that enables them to continue care, to have a life alongside caring and maintain their own health and wellbeing.

Support provided will address 7 Wellbeing Areas



Lanarkshire Carers services are varied, personalised and available in many formats across all areas of Lanarkshire. We complement our generic services through a targeted approach towards the needs of specific groups such as young adult carers and seldom heard/ isolated carers. We raise awareness of and respond to communication, capacity, cultural and language barriers and/or reluctance to engage with services that inhibits identification, self-identification and service uptake. We engage with carers to identify needs and gaps informing the further development of the services we offer and how these are delivered:

- ▶ Referral Routes and Pathway
- ▶ Information and Advice Services
- ▶ Individual and Group Work Support
- ▶ Negotiation and Mediation Support
- ▶ Dedicated Black, Asian and Ethnic Minority Carers Service
- ▶ Adult Carer Support Plans
- ▶ Emergency and Future Planning
- ▶ Anticipatory Care Plans
- ▶ Carer calls and Wellbeing Contact
- ▶ Digital Development, Inclusion and Provision
- ▶ Website and Social Media Engagement and Resources
- ▶ Drop-in services and appointments including virtual delivery
- ▶ Social and Peer Support
- ▶ Carer Training Programme
- ▶ Short Break Bureau
- ▶ Carer Grants and Respite
- ▶ Carers Card
- ▶ Legal Clinics
- ▶ Equality and Access
- ▶ Signposting and Referral to other organisations and specialist providers
- ▶ Carers Engagement, Participation, Consultation, Involvement and Representation
- ▶ Volunteering Opportunities

Actions / Ambitions

- ▶ Operating and delivering services across Lanarkshire that are open to all adult carers.
- ▶ Lanarkshire Carers delivers a tiered model of carer support that ensures the right support at the right time and accompanies carers on the journey route they choose.
- ▶ Lanarkshire Carers works closely with our statutory partners in relation to the shared responsibilities and duties.
- ▶ Lanarkshire Carers works collaboratively with partners to develop clear engagement and referral pathways and routes to ensure carer support needs are met by the most appropriate organisation.
- ▶ We will be visible and work collaboratively to establish more ways and new opportunities to engage with carers, meet their needs, share experiences and identify any gaps in provision
- ▶ We will focus on accessibility and inclusion to reach, identify, respond to and support carers from a variety of backgrounds and situations in line with local demographics.
- ▶ We will respond to the needs of people from different socio-economic backgrounds, and develop plans for targeted outreach where required to support this.
- ▶ Lanarkshire Carers is adaptable and will respond to the changing health and social care landscape as well as reflecting carers needs as our society changes.
- ▶ Our work and reports will evidence and highlight the importance of early intervention and preventative activities.
- ▶ Lanarkshire Carers is fit for the future, always looking to what comes next, changing, adapting, expanding and building a sustainable and responsive organisation.
- ▶ We will have an empowering and asset based approach to group work and ensure that there is capacity within our volunteer team to support identified longer term goals of carers who value group peer support.
- ▶ Lanarkshire Carers has attained a PQASSO accreditation for performance and quality assurance for many years. We will look to the new Quality Framework in Scotland, contribute to this development and aim for future attainment of this award.
- ▶ The Covid-19 pandemic has shown that Lanarkshire Carers can adapt quickly and effectively to maintain services under extremely challenging circumstances. Our remote delivery of services throughout this period has demonstrated that we can reach carers without the need for carers to necessarily physically attend. This broadens the scope for our flexible delivery of services and increases our capacity to support more carers.
- ▶ We will adopt a blended approach to our work as the national guidance for the pandemic evolves.
- ▶ Lanarkshire Carers will further develop our digital services including the carers portal and promoting the impact of our work through media content.
- ▶ Carer conversations take place that are outcome focussed and lead to Adult Carers Support Plan that belong to carers and capture individual circumstances and needs.
- ▶ Lanarkshire Carers has a diverse profile and works hard to make our services as accessible and inclusive as possible in order to reach as many carers as possible.
- ▶ Lanarkshire Carers services are informed and shaped by carers and the experience they share.

Practice

Carers are valued as experts by experience. We communicate and champion their perspectives and priorities with policy and decision makers at local and national levels. In doing so, we have developed a practice approach that encourages, enables and empowers carers. We align our work to Equal Partners in Care (EPiC), underpinned and informed by the Carers' Charter Scotland.

Lanarkshire Carers staff are skilled, experienced and resourced to have rights-based and outcome focussed conversations with carers. We focus on what matters to carers, why these things are important and how to achieve personal outcomes. Providing the right level of support to all carers at all stages of their caring journey to build carer resilience and coping strategies, enables carers to have a more positive experience of caring. We are the chosen trusted professionals for many carers, providing the help they need to explore the issues impacting on their lives, identify their goals and plan to achieve them.

We are a member led organisation with carer involvement in the governance, design, delivery, development and shaping of the organisation and all aspects of our work. We also support carer involvement and participation locally and nationally. We have developed our practice to be centred on strength based and sustainable support approaches. Carers need to be seen, heard, understood and supported. Our service user involvement framework informs carer engagement and participation in all aspects of our work and our approach to partnership activities.

Actions / Ambitions

- ▶ Lanarkshire Carers has a rights and values based approach across our work.
- ▶ Continued practice development ethos for all staff who have shared ownership in what we do and how we do it.
- ▶ Protected learning and development time and staff led sessions maintains our highly skilled and experience staff team, enhancing knowledge and performance.
- ▶ Practice will always be aligned to EPiC Core principles.
- ▶ Refresh our service user involvement policy into a carer involvement framework, demonstrating the ways we will include and involve carers and raise their voices.
- ▶ Build on and sustain our communication and relationships with carers to ensure that involvement and development opportunities are created that empower carers to have greater influence.
- ▶ Develop practice and resources that support and build carer confidence to use their voice and be involved in shaping this organisation and carer-related issues more widely.
- ▶ Develop more ways for carers to share their experiences, highlight the value of support and promote the impact of our services through video, blogs and other streams.
- ▶ Encourage and empower carers to participate and influence development of services
- ▶ Create, support and further develop opportunities for carers to contribute, share their experiences and have their say.
- ▶ Capture, consider and share all carer feedback both formal and informal.
- ▶ Promote innovation and ensure best practice.
- ▶ Lanarkshire Carers supports meaningful carer involvement and participation through our membership structure, carers involvement and development approaches.
- ▶ Choice and control are key aspects of our practice development.

Partnership

Formed by Lanarkshire carers for Lanarkshire carers, we are a well-established carer-led organisation. We have a strong consultative framework and opportunities for carer voice, engagement and participation.

We recognise the importance of our links and collaboration across Statutory Services, Health and Social Care, GP Practices, Hospitals, Third sector partners, Education providers, Employers and Businesses.

Lanarkshire Carers builds co-productive capacity by supporting and participating in local strategic partnerships, groups and networks as an enabling partner for carer service provision, consultation, planning and evaluation activity.

Lanarkshire Carers is an active partner across carer service best practice networks, an affiliated network partner of Carers Trust and a member of the Coalition of Carers in Scotland, Carers Scotland, Shared Care Scotland and MECOPP.

Actions / Ambitions

- ▶ Increase and maintain our national voice and presence.
- ▶ Ensure that all partners know who we are and what we do, maintain relationships and develop new partnerships.
- ▶ Deliver our communication plan and demonstrate far reaching engagement.
- ▶ Identify corporate partners for carer awareness and carer identification work.
- ▶ Develop more engagement on a locality basis and increase routes and pathways to carers support.
- ▶ Upskill partners and stakeholders in carer awareness and ensure our links are strong and mutually beneficial.
- ▶ Continue to build on Lanarkshire wide approaches and partnership with NHS colleagues both in acute and primary care settings and community venues.
- ▶ Productive, positive and diverse partnerships support better understanding and shared interests, preventing duplication and leading to more effective cooperation and collaborative working.
- ▶ Develop collaboration that supports multi agency responses and shared responsibility for carer awareness and meeting carers needs effectively.
- ▶ Explore possibilities and opportunities to further develop our links with employers, to develop carers positive approaches, awareness raising and practice that creates and retains employment opportunities for carers.
- ▶ Recognise when carers are best supported by other organisations, promote self-management and community/peer networks.
- ▶ At Lanarkshire Carers we work flexibly to suit the needs of carers and support a positive work/life balance.

People

Our skilled and experienced staff and volunteer team are dedicated to a carer friendly Lanarkshire in which carers are recognised and valued. They deliver personalised, preventative and proportionate practice, working in partnership with carers to achieve better outcomes.

The team, many of whom are carers themselves, are committed to making caring a positive experience and championing carer contributions, their rights and what these rights mean in practice. The health and wellbeing of our staff and volunteer team is a priority and continued investment in staff learning and development ensures our workforce is highly skilled and able to meet carers needs.

Lanarkshire Carers values our staff and volunteer team who are the cornerstone of the organisation. We have a positive approach to fair work practices and our staffing structure and framework sustains our well rewarded, well-motivated, well-led and dynamic workforce. We create and support an agile workforce and work places. We have developed a volunteer journey route to ensure volunteers are well trained, supported and recognised for the value that they bring to our organisation and carers. We are a recognised volunteer friendly organisation.

Working through co-located models and outreach activities ensures our presence and involvement in every locality across Lanarkshire. Our flexible and mobile structure facilitates effective responses to fluctuating demand and maximises the use of all available resources. We recognise the importance of investing in our working environment for staff and volunteers and the positive impact on health and wellbeing that this brings.

Lanarkshire Carers has carers centres in Airdrie and Hamilton. We are ambitious with our plans to provide carers centres that are fit for purpose, reflect the quality of services we provide, focus on creating safe, inviting and well-resourced spaces for carers to visit individually and meet as groups. Our accommodation in both North and South Lanarkshire also provides central locations for the staff and volunteer teams and supports our flexible working approach.

Lanarkshire Carers is a Carer Positive Exemplary Employer, Healthy Working Lives accredited, Volunteer Friendly and a Living Wage Foundation accredited employer.

Actions / Ambitions

- ▶ To promote sustainable leadership and succession planning including opportunities for progression and development.
- ▶ To be seen as an employer of choice in Lanarkshire offering a supportive, carer-positive environment, with satisfying roles that make a positive difference.
- ▶ To provide excellent health, wellbeing, learning and development support and opportunities.
- ▶ Lanarkshire Carers is an organisation that values volunteers and supports their contribution and development.
- ▶ Agree and implement refreshed flexible working policy including a blended approach to future working arrangements.
- ▶ Seek ways to improve our recording mechanisms and streamline our systems to ensure time is focussed on direct carer support.
- ▶ Offer continual professional and practice development for staff including contribution from and staff led activity.
- ▶ Lanarkshire Carers supports continued growth and development of the organisation, staff and volunteers.
- ▶ Increase our presence in more locations throughout Lanarkshire.
- ▶ Experts in our field with opportunities to develop specialisms and interest areas.
- ▶ Be an Equal Opportunity employer committed to fair work practices, including Living Wage accreditation.
- ▶ Lanarkshire Carers provides multi lingual support and different approaches which focus on accessibility and carers with protected characteristics.
- ▶ We will further develop relationships between Lanarkshire Carers and elected representatives to involve in carers awareness raising, promote better understanding of carers issues and help raise profile of carers at a local and national government level.
- ▶ Lanarkshire Carers has achieved outstanding outcomes in recent years and has proven itself as a flexible organisation due to the commitment of the people that work for them. Going forward we will continue to explore opportunities, through flexible working and collaboration to further develop our service provision.
- ▶ Lanarkshire Carers demonstrates our organisational values in everything we do.

Performance

Lanarkshire Carers governance arrangements oversees all aspects of the organisations work. The Board of Directors has overall responsibility for ensuring the organisation meets its purpose and achieves what it has been set up to do and complies with all legal and financial responsibilities. The governance and membership arrangements are set out in the Articles of Association. The Board of Directors oversees policy framework for the organisation and the operational staff team that plan and deliver the services.

Lanarkshire Carers reports on the services, development and achievements through a robust performance management and reporting framework agreed with commissioners. This details the key performance indicators, outcomes and feedback gathered. We detail the impact of our work, success stories, best practice approaches and areas where further development is taking place.

Carers feedback through our consultation, evaluation and review activities informs service planning and development. Our approach to service user involvement creates opportunities for participation at all levels within the organisations and through related external opportunities. The board of directors has overseen the increased investment in, growth and development of Lanarkshire Carers over the past 25 years. Continuous improvement through ongoing review, learning and development is central to our quality assurance framework.

Annual work plans will set out the outcome and output data for projects and activities and the monitoring, review and reporting arrangements.

Actions / Ambitions

- ▶ Build robust mechanisms for continuous review and evaluation of our work – build and maintain an evidence base for our key messages and carer experiences.
- ▶ Gather carer feedback, comments and evaluation in relation to all aspects of our work and ensure this informs our performance monitoring and improvement.
- ▶ Capture the impact of our digital support and improve the functionality of website visits leading to more automated processes.
- ▶ Continued investment in developing our digital and IT systems and processes, ensuring that time spent directly supporting carers is maximised.
- ▶ Our performance will not be monitored in terms of numbers alone. Qualitative, outcome focussed results will play an equally important role in determining and evidencing the success of Lanarkshire Carers.

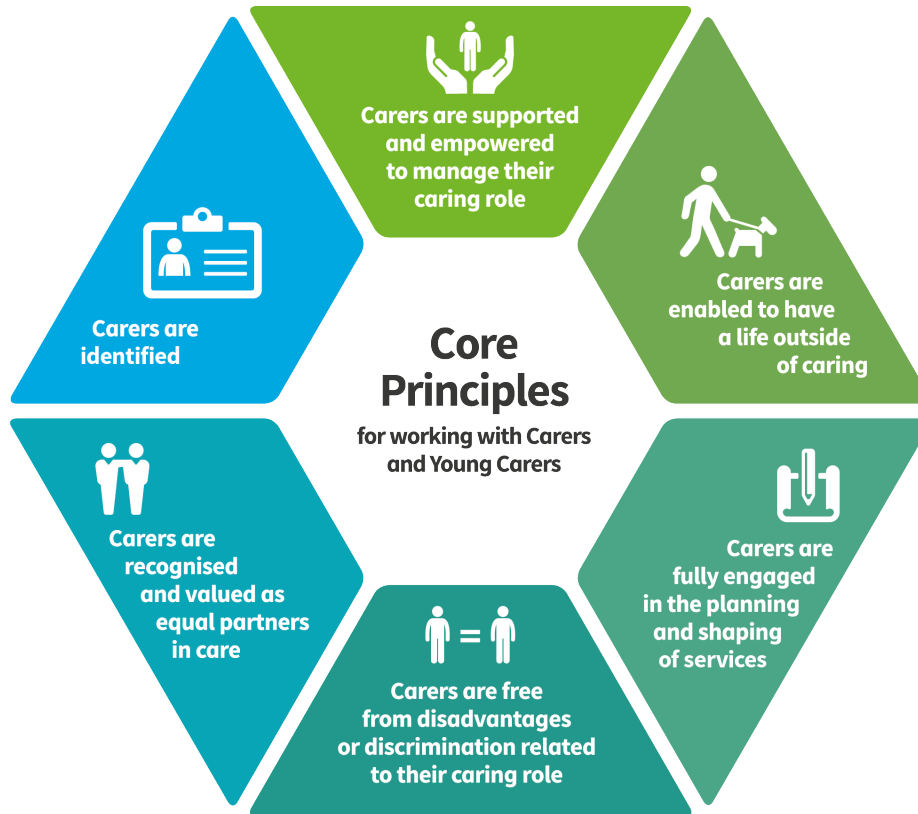
- ▶ Explore options to engage and consult carers on a variety of topics and through a range of mechanisms. Assess and quantify the success of the EPiC principles from a carers perspective.
- ▶ Support carer involvement in service and strategy development.
- ▶ Share our successes and present these in easy to understand ways with more carers telling their stories and shaping what we do.
- ▶ Produce quarterly monitoring, ad hoc and annual reports that demonstrate the positive difference our services make and that highlight qualitative and quantitative measures.
- ▶ Lanarkshire Carers will always strive to provide the best possible service and improve carers' lives.

Equal Partners in Care (EPiC) Core Principles for working with Carers and Young Carers

Equal Partners in Care (EPiC) is a national learning resource for health and social care staff. The resource aim is to make a positive difference and improve outcomes for carers and the people they care for.

The National EPiC core principles are based on six key outcomes for carers and young carers. They were developed in partnership with a wide range of stakeholders including carers and young carers. The principles support workforce education and learning and promote consistent understanding of how to work effectively with carers. Whatever your role, there will always be opportunities to identify carers and to work in ways which:

- ▶ recognise, acknowledge and value the role of carers as partners in care
- ▶ involve carers in planning for the person they care for
- ▶ support carers to manage their caring role
- ▶ avoid discrimination and disadvantage related to the caring role
- ▶ support the carer to have a life outside caring
- ▶ working in partnership with carers results in better outcomes for everyone involved - for the cared for person, for the carers and, ultimately, for the service



In Lanarkshire there are two Health and Social Care Partnerships and each have published a Carers Strategy as required under the Carers (Scotland) Act 2016. The full documents can be found on their website and a summary of the priorities set out in each are detailed below

South Lanarkshire Carers Strategy 2019-2022

Priority 1: Valuing Carers

Carers are identified, involved and valued

- ▶ Carers will be identified early in their caring journey
- ▶ Carers will know that they are equal partners in helping to shape services
- ▶ More carers will be involved in co-production, shaping services and strategic decision making

Priority 2: Carers achieving personal outcomes

Carers have choice and control, allowing them to balance their own life with their caring role

North Lanarkshire Strategy for Adult Carers and Young Carers 2019 - 2024

The key message from the strategy is that people do not have to care alone and that they can access information, advice and support to help meet their needs. This will enable them to lead healthy and fulfilled lives, balance their caring role and life outside of caring.

- ▶ Carers will have choices about caring
- ▶ Carers will have opportunities to have a life alongside caring and be able to spend time with people and taking part in activities that they want to
- ▶ More carers will say they are able to continue caring, they will have maintained or improved their health and wellbeing

Priority 3: Developing Support Services.

Carers can access the right support and services at the right time

- ▶ Carers will be able to access support and services
- ▶ Carers will know whom to approach to address their concerns and issues
- ▶ Carers will know how to maximise their financial security

Priority 4: Making experiences better for carers

Carer has a positive experience of being a carer

- ▶ Carers will tell practitioners their story less often
- ▶ Carers will be central; services and plans broadly meet their needs
- ▶ Services will be well coordinated for Carers and Cared For
- ▶ Carers valued and recognised
- ▶ Carers have better experiences
- ▶ Carers will be satisfied with the quality of services

The key message from the strategy is that people do not have to care alone and that they can access information, advice and support to help meet their needs. This will enable them to lead healthy and fulfilled lives, balance their caring role and life outside of caring.

- ▶ Carers are well informed and supported to make meaningful contributions and decisions in their lives
- ▶ Existing and new carers are identified and recognised as Equal Partners in Care (EPiC)
- ▶ Carers contribute to and represent adult carers at local and national levels
- ▶ Carers' views are represented and promoted by professionals with full involvement and direction of adult carers
- ▶ Carers have access to information that allows them to establish connections and supports to enhance their lives
- ▶ Carers are supported to have real lives and are full members of society- with opportunities available to enable equal choice and control as any other citizen
- ▶ Carers enjoy improved lives, reduced isolation and feel more able to continue in their caring role, should they wish to do so
- ▶ Carers well informed and supported to make meaningful contributions and decisions in their lives
- ▶ Carers have increased presence, contribution and involvement in planning and decision-making processes

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