



# STRATEGIC DEVELOPMENT

2026 - 2030

30-Year Foundations, Beyond  
and Empowered Together

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## Our Vision

Lanarkshire Carers works with and for carers in Lanarkshire to develop and deliver outcome-based support that makes a positive difference to their lives.



## Our Mission

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

# Achieving the Vision and Mission:

**Lanarkshire Carers is a successful, carer-led, inclusive organisation which belongs to and has been governed by carers for over 30 years. Providing information, advice and support for people who care and ensuring that carers are involved and represented, is at the heart of achieving our mission and vision.**

The Board of Directors and staff team are actively engaged in ensuring the best possible person-centred support for carers, with a shared commitment to excellence and continuous improvement. Our growth, progression and culture have been central to achieving our stated goals. Recognition of carers, their contribution and their lived experience is integral to upholding Carers Rights. Our partnership with carers provides varied and meaningful ways for their voices to be heard and our strength-based approach delivers opportunities to develop skills, confidence and peer connections. Our Journey Route and Plan to 2025 has guided our investment, direction, development, continued transformation and success. We have an embedded membership structure, sustainable leadership approach and focus on continuous improvement that supports a diverse, flexible and adaptable organisation.

We are skilled, experienced and resourced to provide the right support at the right time for carers and hold those who have other aligned responsibilities accountable. Our vision and mission provide the framework of our key messages with partners and stakeholders, underpinning constructive, sometimes challenging, conversations that build understanding and strengthen relationships. There are over 85,000 unpaid carers in Lanarkshire, without whom individuals, communities and statutory services could not manage. Carers are an integral part of our society providing the essential care – the help that others need. Lanarkshire Carers has a unique role to play whilst maintaining realistic expectations about our responsibilities and capacity within our fast-paced organisation. Since 2021 our membership has increased by 55% and continues to grow whilst our staff is around 40 Full Time Equivalent (FTE) posts (an increase of 9% during the same period). Our focus on what can be achieved, both as an organisation and for individual carers, comes through our outcome-based vision, the things we can do, what we can change, the difference we can make.

# Our Values

These are the cornerstone of our organisation, guiding our behaviour, expectations, and how we conduct our business. Our values underpin how we treat carers, each other, partners and others. We are committed to our organisational values, and they inspire, guide, and inform our actions and ambitions.

Following consultation throughout our organisation the following 6 values that encompass our core principles and beliefs were agreed:



**ACCOUNTABILITY** is about taking ownership of your work and being transparent in all actions. It's the willingness to accept responsibility for decisions, learn from mistakes, and ensure all efforts align with the organisation's values. The organisation is accountable to its members, using their feedback to shape services, and to its funders, by ensuring all money is used effectively to improve the lives of carers. By being open and honest, and by meticulously documenting their work, the staff demonstrate a high standard of professionalism and integrity, which in turn builds trust with carers, who rely on them for support.



**EQUALITY** means treating everyone fairly and with respect, ensuring all carers have equal access to services and support regardless of their background, circumstances, or characteristics. We actively champion diversity, recognising the value of different experiences and identities, including those related to age, disability, race, gender, and religion. We are non-judgmental and create an inclusive environment where everyone; colleagues and carers, feel safe to be their authentic selves. We provide tailored support to address individual needs and remove barriers to participation, such as language differences, to ensure all voices are heard and that everyone can thrive.



**HONESTY** is a fundamental value encompassing truthfulness, transparency, and sincerity in all professional interactions. It's a commitment to open communication and authentic behaviour with colleagues, carers, and other professionals. This includes being truthful about personal strengths and weaknesses, admitting mistakes, and providing accurate information, even during difficult conversations. By consistently aligning actions with words and upholding integrity, the organisation builds trust, sets realistic expectations, and fosters strong, respectful relationships, which is a key part of our identity and reputation.



**INTEGRITY** is a core principle that guides all interactions and builds trust with carers, staff, and partners. The organisation's reputation is built on being honest, transparent, and consistent. This means always following through on promises, being open in communication, and delivering what is promised. Integrity also involves protecting confidential information, respecting the privacy and beliefs of others, and ensuring all data is accurate and secure. By acting with fairness, kindness, and a strong moral compass, the organisation consistently works in the best interest of carers, ensuring they feel heard, respected, and supported.

**RESPECT** is a fundamental principle that involves treating all individuals with dignity, valuing their feelings, opinions, and boundaries. It means seeing the person behind every interaction, listening without judgment, and recognising their worth, even when you disagree. Respect is demonstrated through actions like using appropriate language, upholding privacy, and acknowledging the unique challenges and experiences of others. In a work environment, it fosters a culture of trust and inclusion by ensuring everyone feels heard, understood, and safe to express themselves, ultimately empowering people and strengthening relationships.

**TRUST** is the cornerstone of building genuine, respectful relationships with carers and colleagues. It's earned through consistent integrity, accountability, and honest communication, ensuring that every action puts people at the centre. This includes providing accurate information, following through on commitments, and creating a safe environment where carers feel heard, valued, and respected. By being reliable, fair, and transparent, the organisation empowers carers with the confidence to seek support and provides a strong foundation for both productive professional partnerships and a positive culture. We are a reliable, knowledgeable, experienced, consistent and trustworthy partner throughout the caring journey.

Staff and carers have helped to define our values and what each of these look like in practice. This has been detailed in a separated document **Lanarkshire Carers - What Our Values Mean To Us**.



## Lanarkshire Carers Aims

These are set out in the charities governance document and detailed as part of our company registration. They represent the core purpose of our organisation and are reviewed to ensure they continue to reflect legislation, best practice, our current work and member led approach. They provide a benchmark about why Lanarkshire Carers was formed and a reminder of the work that must always be progressed. Lanarkshire Carers has a strength and resilience-based approach underpinned by the Carers (Scotland) Act 2016.

We are committed to achieving the following with and for carers in Lanarkshire:

- ▶ **Member (Carer) Led and Person-Centred:** Carers are identified and engaged, well-informed, involved, supported, and empowered to manage and sustain their caring roles.
- ▶ **Recognised and Valued:** Carers are recognised, aware of their rights and valued as equal partners in care.
- ▶ **Increased Awareness:** Communities and partner organisations are aware of carers and the issues that impact them.
- ▶ **Early, Ongoing and Anticipatory:** Preventative, practical, and emotional support is available to carers at an early stage and throughout their caring journey.
- ▶ **Skills, Knowledge and Peer Support:** Carers receive training and development relevant to their caring role.
- ▶ **Carer Breaks:** Carers can access breaks from their caring role and enjoy a life outside caring.
- ▶ **Equal Partners:** Carers have a voice that is heard, listened to, and effective.



## Our Foundation: Governance

**Lanarkshire Carers Centre Ltd operates as Lanarkshire Carers and is a well-established, carer-led organisation with a governance model which is member led. Formed in 1995, we have operated in Lanarkshire for over 30 years.**

Carers are individuals who provide unpaid support and care to another person. Carers can sometimes care for more than one person.

Carers form our membership and are actively involved in influencing and shaping decisions. We have designed and implemented a membership structure that offers carers choice and control over their involvement. Through our member involvement and development activities, we ensure carers feel supported and confident participating in ways that suit them best. We believe in true and active partnership, valuing carers as equals and experts.

Our Board of Directors, in their role as holding overall responsibility for organisational governance, meets quarterly and reports to the Annual General Meeting normally held in September. Throughout the year there are regular opportunities for the full members to meet and contribute to activities. Our Articles of Association

clearly define our constitution, objectives, and purpose, as well as detailing our membership structure and guiding our approach to carer engagement and involvement. The sustainability of our organisation depends on the active and meaningful involvement of carers, and we will continue to develop innovative responses that make us truly member led.

Working with local and national stakeholders, Lanarkshire Carers is dedicated to ensuring unpaid carers are seen, heard, understood, and supported. We are committed to securing recognition of the contribution unpaid carers make and the significant impact of caring. We provide support to carers who represent people who care in a variety of settings. By providing timely, inclusive, and integrated services, we ensure positive outcomes and best value from the investment made in our organisation. Ultimately, Lanarkshire Carers' governance is guided by empathy, dignity, kindness, and understanding.



# Our Progress and Future Ambitions

**Lanarkshire Carers is dedicated to providing carer-led information, advice, and support services. Our work is fundamentally rooted in Carers Rights (encompassing the Carers (Scotland) Act 2016) and Human Rights (encompassing Fairness, Respect, Equality, Dignity, and Autonomy). We have progressed our organisational understanding of our rights-based approach and advanced our application of these principles in practice. Progress has been made across all areas detailed in Journey Route and Plan to 2025.**

This strategic document outlines our foundations and future plans for service development, and innovation to deliver effective and sustainable outcome-based personalised support. Lanarkshire Carers is adaptable and will respond to the changing health and social care, and legislative landscape, reflecting evolving carer needs as society changes. We are fit for the future, continuously anticipating, adapting, changing and building our sustainable and responsive organisation to meet evolving carer needs and circumstances. We identify and embrace new approaches, change and technological advances and work with and for carers throughout the journey.

We contribute to the wellbeing economy within Lanarkshire, with a strong focus on positive mental health and wellbeing for both staff and carers.

We have a diverse, flexible, and adaptable organisation where carers and staff can thrive, and our focus will remain on the sustainable future of this Lanarkshire grown organisation.

We have progressed our organisational understanding of our rights-based approach and advanced our application of these principles in practice.





# Stability and Fairness: Finances

**Our funding primarily comes from contracts with North and South Lanarkshire Councils and a grant secured from Shared Care Scotland, funded by the Scottish Government, to provide vital breaks from caring and other support.**

To further diversify our income, we pursue additional suitable funding streams and grants, including those from Carers Trust and other sources. Personal and business donations and gifts also play a role in supporting our work. We will continue to consider funding opportunities with the potential to sustain and expand our services across Lanarkshire, recognising that these require specific time and resources.

Pressures on public services present challenges for our operational costs, especially as more carers seek the information, advice, and support we provide. There are increasing demands on carers and subsequent impacts on physical health, mental wellbeing and quality of life. Further acknowledgement of Carers Rights through legislative developments and the increased expectations of our organisation will require secured additional investment.

We have recently achieved a significant milestone in funding stability. In March 2025, we successfully secured and mobilised commissioned Direct Support Services for Adult Carers in North Lanarkshire. This three-year contract has an option to extend for another three years, potentially taking us beyond 2030. In South Lanarkshire, our contract for integrated Adult Carer Support Services, awarded in June 2020, is nearing its end, with the most recent extension running until May 2026. We will actively pursue a future contract in South Lanarkshire using the extensive social impact and best-value evidence gathered and our proven track record.

As the trusted local delivery partner for Shared Care Scotland, we deliver the Creative Break Time to Live programme and have managed a significant increase in this work in recent years. This is supported by additional development and delivery allocation; however, very much depends on the established work, staffing and service delivery models supported by robust financial procedures and banking systems.

Lanarkshire Carers aims to be an employer of choice, and we advocate for the fair funding principles necessary to maintain our supportive culture and ensure long-term sustainability. We are committed to the five key dimensions of fair work and employment practices that support a healthy work and life balance.

Financial due diligence is a priority across the whole organisation supported by robust policies, practice and with delegated roles and responsibilities and external auditors, accountancy, payroll, pension providers and other relevant services. The Board of Directors oversee this through the Treasurer, Board reports and decision-making processes. Increasing operational costs present a noted risk for the organisation to manage. Stability is key to organisational success and being able to focus on delivering information, advice and support to carers.



# Future Workstreams, Actions and Goals

In 2021, we agreed upon six workstreams to which our actions and ambitions were aligned.

The '6 Ps' provide the components for setting out our longer-term goals, focus and priorities.

These workstreams areas continue to be relevant and helpful framework on which to detail our work:

- 1 **Plan**
- 2 **Practice**
- 3 **Provision**
- 4 **Partnership**
- 5 **People**
- 6 **Performance**



# Plan

Lanarkshire Carers aspires to be the leading organisation and a single access point for direct carer support across Lanarkshire. We are trusted for delivering high-quality, innovative, and valued services, serving as an expert point of contact for information, advice, guidance, and support for carers and our partners. Carers are central to our organisation and decisions. We are proud of our work, now spanning over 30 years, and we will continue to develop the organisation by planning effectively for continued success.

Our core services and activities are specifically designed to positively contribute to national and local government policies, strategies and plans that impact carers' lives. We share our extensive knowledge, information, and the lessons learned to influence and inform carer-centred practice, help design services, and shape future provision. We showcase and demonstrate the social value and impact of our work, sharing case studies, carers' personal stories and valuable feedback and evaluation. We recognise and value the unique importance of face-to-face relationships and service delivery. We are committed to digital enhancement and enablement

acknowledging the value this adds to how services are accessed and delivered.

We will continue to embed carer-led practice in all future planning and service delivery. Lanarkshire Carers is a space where carers feel a strong sense of community and belonging - a place where they feel calm and at ease, can share experiences, feel listened to, and always welcomed.

We understand the significant and growing number of hard-to-reach and seldom-heard carers and will continue to look for new ways to reduce isolation and further enhance our reach and response, addressing the needs of people from different socio-economic backgrounds and developing targeted outreach plans where necessary.

Our robust systems and processes underpin effective and streamlined work planning, service delivery, evidence-based/reflective practice and impact reporting. We have demonstrated that our disaster recovery and business continuity plans are effective, supporting new and innovative ways of working when needed. These plans will continue to be monitored and updated to ensure successful implementation.



# Actions and Goals



1.

**Commissioned and Funded Requirements:**

We will continue to ensure all aspects of our commissioned obligations are met, planning our resources to guarantee contract compliance and future success.

2.

**Financial Stability:**

We actively seek to maintain financial stability, looking beyond current contract security and proactively pursuing renewed and new funding streams. We will leverage additional resources for carers in Lanarkshire, including short break and other grant funding opportunities.

3.

**Future Plans:**

We have a flexible and adaptable approach and will further embed core services and consolidate the excellent work we already do and make further improvements.

4.

**Meaningful Carer Involvement:**

We will continue to support meaningful carer involvement and participation through our membership structure and carer involvement and development approaches.

5.

**Opportunities and Risks:**

We look for and identify opportunities and will always strive to protect the strong and trusted reputation of Lanarkshire Carers. Risk identification is embedded in all areas of our work to be assessed and managed proactively.

6.

**Fair Work and Funding:**

Our culture, including staff health and wellbeing, will continue to be maintained and preserved.

7.

**Personal Objectives:**

All staff have personal objectives that link their role and measure contribution made to the overall strategic focus of the organisation.

8.

**Work and Project Plans:**

Are used to outline the specifics of work areas with measurable and monitored objectives/milestones that underpin success.

9.

**Sustainable Leadership and Culture:**

We will continue to nurture our culture and provide opportunities for everyone, safeguarding the organisation and acting as good ancestors for future carers.

## Practice



Lanarkshire Carers has achieved the Carers Trust Excellence for Carers Quality Assurance award, demonstrating good practice across all the required standards. Each of the ten standard areas had several key indicators to describe how key aspects of the standard area were required to be met to achieve the award. Lanarkshire Carers will renew this award in the summer of 2026 and will be assessed in relation to the revised eight standard areas:

- ▶ Carer Identification and Carer Demographics
- ▶ Carer Needs Assessment
- ▶ Carers Journey
- ▶ Signposting and Referrals
- ▶ Partnership and Influence
- ▶ Carer Involvement
- ▶ Outcomes and Impact
- ▶ Organisational Sustainability and Capacity

The Excellence for Carers quality framework award achieved in 2023 demonstrates the commitment of everyone at Lanarkshire Carers to providing consistently high-quality services to unpaid adult carers. It recognises all the hard work put in by our staff and volunteers to achieve this award.

Our practice and service delivery model considers all aspects of a carer's life to understand what is important to them and to agree personal outcomes and a plan to achieve these. Carers are encouraged and supported to consider what they can do independently and through natural support networks, what support might be available from other community and statutory resources, and how our support and services can assist. Ultimately our work is about empowering carers in relation to their caring role and all aspects of their life.

Lanarkshire Carers team are skilled, experienced, and resourced to have rights-based and outcome-focused conversations with carers. We prioritise what matters to carers, why it's important, and how to achieve their personal outcomes. Providing the right level of support at all stages of their caring journey helps build carer resilience and coping strategies, leading to a more positive caring experience. We are a trusted resource for many carers, providing the support needed to explore issues and identify goals and achieve positive outcomes. Staff are trusted practitioners with autonomy to develop their roles and share ideas. Lanarkshire Carers staff consultation and involvement model empowers staff and fosters positive teamwork.

As a member-led organisation whose members are actively involved in the governance, design, delivery, development and shaping of our organisation, our practice has evolved to centre on strength-based, effective and sustainable support. Carers need to be seen, heard, understood, and supported through practice that promotes carer engagement and participation across all our activities and partnerships. We provide a range of development opportunities including experiential learning and continue to build capacity with full members, keep them aware of national and local updates and impacts on their lives and supporting meaningful consultation and encouraging engagement with range of partners. We communicate and champion carers' perspectives and priorities with policy and decision-makers. This has led to a practice approach that builds resilience, encourages, enables, and empowers carers and is aligned with Equal Partners in Care (EPiC).



# Actions and Goals

1.

## **Quality Assured Services:**

We will continue to promote innovation and ensure continued best practice across all standard areas.

2.

## **Social Impact and Value:**

We will explore opportunities to use social return on investment toolkits and reports to highlight the importance of our work.

3.

## **Conversation First and Outcome-Based:**

We aim to enhance experiences through informed, proactive, and trusted professional relationships by understanding carers and caring.

4.

## **Rights and Value-Based:**

Carers Rights and Human Rights are recognised across all our work which is guided by our values and culture. The Carers (Scotland) Act 2016 outlines the duties and responsibilities which direct our work.

5.

## **Continuous Practice Development:**

We foster continuous practice development ethos for all staff, who share ownership in our work and methods. Protected learning and development time, along with staff-led sessions, and external opportunities will ensure our team remains highly skilled and experienced, enhancing knowledge and performance.

6.

## **Empowering Carer Influence:**

We will build on and sustain our communication and relationships with carers creating involvement and development opportunities that empower them to have greater influence.

7.

## **Building Carer Confidence:**

An embedded membership structure, self-advocacy support and further developments in our practice and resources will continue to support and build carer confidence to use their voice and participate in shaping their own circumstances, our organisation and broader carer-related issues.

8.

## **Sharing Carer Experiences:**

We will further develop the ways for carers to contribute, share their experiences and have their say. We capture, consider, and share both formal and informal feedback.

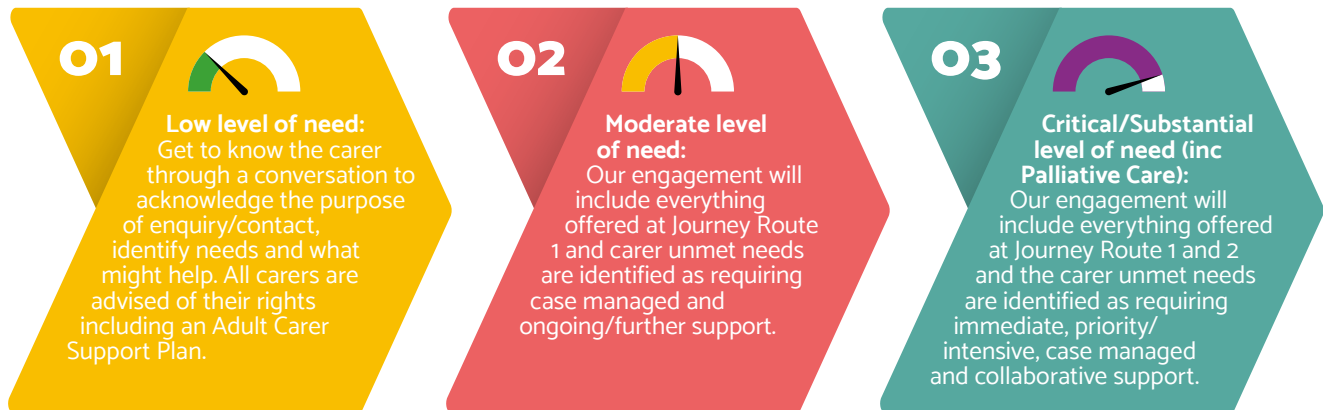
9.

## **Choice and Control:**

We will continue to ensure that negotiation, representation, mediation and communication of carer choice and control are key aspects of our development and practice.



# Provision



**Lanarkshire Carers provides information, advice, and support for people who care which can be accessed by any adult unpaid carer, aged 18 years or over, who lives in Lanarkshire. We also offer information for professionals within Lanarkshire and provide information, advice, and signposting for people who live in other local authority areas.**

Visibility and collaborative working helps engage new carers, identifying and meeting their needs, sharing their experiences, and highlighting any gaps in provision. This work includes raising awareness with other organisations about their responsibilities and opportunities to identify carers. Our focus on accessibility and inclusion helps identify, reach and support carers from diverse backgrounds and situations, in line with and in response to local demographics. Lanarkshire Carers successfully engages thousands of new carers each year, as well as providing ongoing support to existing members.

Lanarkshire Carers provides direct, early, and preventative support using a wide range of flexible service delivery methods, offering choice and control to access the right support at the right time. We empower carers to achieve their personal outcomes, enabling them to continue caring, have a life alongside caring, while maintaining their own physical health and mental wellbeing. This empowerment and enablement focus is supported by a tiered model of carer support and identification of needs that is person-centred and implemented to manage our resources and workflow. This unique and bespoke approach to Carer Support is recognised as good practice. It is a service delivery model that we will protect to ensure that carers continue to have access personalised services.

A Journey Route model and case management arrangements are in place and staff have the skills, knowledge and experience to agree with carers the approach that best suits current circumstances. We work closely with our statutory partners regarding shared responsibilities and duties, as well as those that fall outside our organisation. We have established a developing volunteer team, building capacity in the organisation and providing opportunities for carers and others who want to be more involved or develop employability skills.

Lanarkshire Carers services are varied, personalised, and available in different formats and through varied platforms. We have mechanisms that support self-referrals and professional referrals. We complement our generic services with a targeted approach for specific groups, such as young adult carers and minority ethnic carers. We actively address, and respond to, communication, cultural, language, and accessibility barriers, as well as reluctance to engage, which can hinder identification and service uptake. We understand that people often don't see themselves as carers, and the shared responsibility there is to respond to this when there are opportunities to do so. Most carers find out about Lanarkshire Carers through word of mouth from someone else who has accessed our services. The role of carers as peer champions is recognised and valued.

We engage with carers to identify need and gather feedback and evaluation to inform the continuous development and delivery of our services.

# Provision

Our services deliver person-centred practical and emotional support to carers that helps meet their personal outcomes and include:

- ▶ Information and Advice
- ▶ Individual and Group Work Support
- ▶ Negotiation and Mediation Support
- ▶ Locality and Hospital-Linked Carer Support and co-location
- ▶ Equality and Diversity Carer Support Service
- ▶ Progressing Adult Carer Support Plans in specific circumstances
- ▶ Emergency and Future Planning
- ▶ Recommended Summary Plan for Emergency Care and Treatment (ReSpect)
- ▶ Carer Calls and Wellbeing Contacts
- ▶ Digital Development and Inclusion Activities
- ▶ CarerSpace
- ▶ Website and Social Media Engagement and Resources
- ▶ Drop-in service and appointments, including online, phone and in person.
- ▶ Counselling and Wellbeing Services
- ▶ Carer Training Programme
- ▶ Short Breaks Bureau
- ▶ Carer Breaks
- ▶ Grants, Vouchers and Financial Support
- ▶ Respite
- ▶ Carer Card
- ▶ Legal Clinics
- ▶ Carers Engagement, Participation, Consultation, Involvement and Representation
- ▶ Member Activities, Events and Development Programme
- ▶ Social and Peer Support Connections
- ▶ Signposting, Referral and Partnership with other Organisations and Specialist Providers
- ▶ Volunteering Opportunities



We have delegated responsibility for the delivery of Adult Carer Support Plans (ACSPs) in specific circumstances, as outlined in the ACSP Partnership Statement agreed with our statutory partners. Lanarkshire Carers ACSPs begin with a conversation about an individual's caring role and the impact it may be having on various aspects of their life. The ACSP belongs to the carer; it is their plan, progressed with our support. This conversation can address seven key wellbeing areas:

- ▶ Health and Wellbeing (Physical and Mental)
- ▶ Finances
- ▶ Living Environment
- ▶ Future Planning
- ▶ Relationships
- ▶ Life Balance
- ▶ Employment and Training

Exploring the above wellbeing areas is supported by a personal-outcomes toolkit, including a carers' cake resource pack, and helps staff deliver good conversations. CarerSpace, our portal for carers, provides a conversation toolkit, prompts, and a platform for sharing communication and information. Lanarkshire Carers Short Breaks Bureau is integrated within our organisation and supports the delivery of carer grants, vouchers and other support. Carer Outcome Grants is a new initiative, now embedded in our North Lanarkshire contract, which helps carers to meet their individual identified support needs.

# Actions and Goals



1.

## **Outcome-Focused and Conversations First:**

We will continue to have meaningful carer conversations that are outcome-focused, progressing Adult Carer Support Plans that belong to carers and capture their individual circumstances and needs. We have a partnership statement that is clear and concise about our specific delegated responsibilities.

2.

## **Anticipatory and Preventive Approach:**

Our work and reports will continue to reflect the importance of early intervention and prevention, helping de-escalate carer crises and enabling carers to continue caring. Service calming days and other initiatives help prioritise and complete workload.

3.

## **Inclusive and Carer-Informed Services:**

Lanarkshire Carers has a diverse profile and is dedicated to making services as accessible and inclusive as possible to reach a wider range of carers. Our services will continue to be informed and shaped by carers, their circumstances, shared experiences and feedback.

4.

## **Promoting Equality:**

Lanarkshire Carers will continue to design our provision to be accessible to all groups; championing diversity, challenging discrimination, and fostering a fair and inclusive environment.

5.

## **Capacity Building:**

Embedding our empowering and asset-based approach to carer peer champions and group work will continue to support the identified longer-term goals of carers. For those who value peer support, we recognise that, and will work with, other community organisations, volunteers and carers themselves who are best placed to provide the capacity to continue ongoing peer activities and social opportunities beyond the scope of our provision.

6.

## **Awareness Raising:**

We will continue to provide a programme of awareness raising presentations, workforce capacity support, and community events that aim to increase the profile and understanding of carers. Appropriate links are in place with statutory partners and community organisations to share information and embed referral pathways.

7.

## **Information and Advice:**

We provide an information and advice service in Lanarkshire for carers and professionals. This includes, digital and hard copy resources, phone, in person, individual, group work and outreach activities. We will continue to ensure an effective range and balance of approaches to this important aspect of our work.

8.

## **Digital Service Enhancement:**

We will further develop our digital services, including CarerSpace, and promote the impact of our work through media content. This will further explore the inclusive nature of our digital platforms, access points, forms and tools.

9.

## **Self-Advocacy:**

The development of these skills and other strength-based approaches will continue to be embedded across our provision, helping carers confidently communicate their needs and make informed decisions.

# Partnership


Lanarkshire Carers' 30 years success is underpinned by strong and effective partnerships and collaborative working. We are a key partner, providing awareness raising and professional expertise, knowledge, data and research that is informed by carer experiences and community knowledge. Our key messages and reporting, including carer feedback, support relevant service development. We have established consultative and partnership frameworks supported by carer voice, engagement, and participation. We recognise the vital importance of our local and national links and our collaboration across health and social care, statutory services, the third sector, employers, and businesses. We also acknowledge the carer facing nature of our work and that this will always take priority when resources are stretched.

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 and planning. We highlight the statutory requirements and good practice to involve carers and carer organisations

and the need to recognise their right to be valued and involved. We are an active partner across national 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.

We have a valued partnership with the provider of Young Carer services in North and South Lanarkshire that delivers collaborative transition support, joint referral pathways, access to short breaks and planned progression to Young Adult Carer support.

We collaborate with partners across all sectors developing clear engagement, signposting, and referral pathways to ensure carer support needs are met by the most appropriate organisation.



We have a valued partnership with the provider of Young Carer services in North and South Lanarkshire



# Actions and Goals



1.

## **Partner Awareness and Relationships:**

We aim to ensure all partners are aware of who we are and what we do, manage expectations and boundaries, address practice issues and maintain productive relationships while developing new partnerships. We will also seek to enhance staff knowledge of partner organisations through a partner organisation key contact and team connection model.

2.

## **Mutual Benefit:**

We will upskill partners and stakeholders in carer awareness and ensure our links are strong and mutually beneficial. We will continue to link with each of the Third Sector Interfaces in Lanarkshire to support a wide reach across the voluntary and community sector, as well as national and condition-specific organisations.

3.

## **Communication and Engagement Plan:**

Our communication plan will demonstrate far-reaching awareness raising, information sharing, and engagement.

4.

## **Locality Presence and Pathways:**

Engagement on a locality basis, including co-location in social work localities will continue to enhance our aims and increase routes and pathways to carer support. Opportunities to widen the scope of co-location will be explored.

5.

## **Effective Cooperation:**

Productive, positive, and diverse partnerships will continue to support better understanding and shared interests, challenge inaccuracies, prevent duplication, and foster more effective cooperation and collaborative working.

6.

## **HSCP Collaboration:**

Effective relationships with those who commission our services are managed and maintained through a framework of partnership and collaboration which includes contract monitoring, ACSP partnership statement, Carer Oversight and Partnership Groups, Strategic Planning, Locality Networks, Carer Consultation and Co-location arrangements.

7.

## **NHS Collaboration:**

We will continue to build on Lanarkshire-wide approaches including co-location in hospitals and health centres and partnership with NHS colleagues in acute, primary care, and community settings. This supports a focus on hospital discharge and the developments undertaken by the NHS Lanarkshire Interface Team. We will re-engage with GP's in Lanarkshire to ensure our information is up to date and offer awareness refresh sessions.

8.

## **Multi-Agency Responses:**

We will develop collaboration that supports multi-agency responses and shared responsibility for carer awareness and effectively meeting carer needs.

9.

## **Employer and Corporate Link:**

We will explore possibilities and opportunities to further develop our links with employers and corporate partners to promote positive approaches to carers, raising awareness and identification to foster practices that create and retain opportunities for carers.

10.

## **Promoting Self-Management and Peer Networks:**

We recognise when carers are best supported by other organisations and will continue to promote self-management, and encourage community, natural, and peer support networks.

11.

## **National Voice and Presence:**

We will continue and maintain our national voice and presence, working with national carer organisations and others as appropriate. We will continue as affiliated local network delivery partner of Carers Trust Scotland and trusted local delivery partner for Shared Care Scotland.

12.

## **National Campaigns and Awareness Raising:**

We will continue to participate in activities relevant to our work and raise awareness of campaigns and events. Carers Week, Carers Parliament, Carers Rights Day, Volunteers Week, and Diversity and Inclusion activities are all part of our work.

# People



**Lanarkshire Carers have skilled, experienced and trusted paid staff and volunteer teams dedicated to creating a carer-friendly Lanarkshire where carers are recognised and valued. We value our staff and volunteer team as the cornerstone of the organisation. They are our biggest asset, delivering personalised, preventative, and proportionate practice, valuing one another and working in partnership with carers to achieve better outcomes. Teamwork is productive and working relationships are strong. Many team members are carers themselves, committed to making caring a positive experience and championing carer contributions, their rights, and what these rights mean in practice. Carers tell us that they value Lanarkshire Carers focus on them and their needs, they appreciated being asked how they are and supported to set their own goals.**

The physical health and mental wellbeing of our staff and volunteer team is a priority and continuous investment in their learning and development ensures a highly skilled workforce capable of meeting carers' often-complex needs. A healthy and diverse workforce is more productive and essential for a resilient economy. We embrace fair work which provides secure incomes, purpose and fulfilment. We take steps to support a healthy workforce and our staffing structure and framework sustain a well-rewarded, motivated, well-led, and dynamic staff team. Our commitment to sustainable and lasting leadership enables staff to develop and contribute in ways that improve and safeguard our organisation, widening opportunities to participate and progress.

We foster an agile workforce and workplaces with a range of inclusive policies and practice supporting these. We have developed a comprehensive volunteer journey route to ensure volunteers are well-trained, supported, and recognised for their invaluable contribution to our organisation and to carers. We are a Volunteer Charter Champion organisation.

Lanarkshire Carers has carer centres in Airdrie and Hamilton. We achieved ambitious plans to provide fit-for-purpose carer centres that reflect the quality of our services with a focus on creating safe, inviting, and well-resourced spaces for carers to visit individually and meet in groups. We recognise the importance of investing in our working environment for staff and volunteers and its positive impact on health and wellbeing. Our premises in both North and South Lanarkshire provide a central location for staff and volunteer teams, supporting our flexible working approach. Our co-location model and outreach activities ensure our presence and involvement in every locality across Lanarkshire. Our flexible and mobile structure and whole organisation, accessible approach facilitate effective responses to fluctuating demand and maximise the use of all available resources.

Lanarkshire Carers is a Carer Positive Exemplary Employer, Healthy Working Lives accredited, Volunteer Charter Champion and a Living Wage Foundation-accredited employer. We are an award-winning organisation with Proud Scotland, Carer Positive, Employers Charter and other recognition and highlights shared by the Board and staff team.

We recognise the importance of investing in our working environment for staff and volunteers and its positive impact on health and wellbeing.



# Actions and Goals

1.

## **Employer of Choice:**

We are recognised as an employer of choice in Lanarkshire, offering a supportive, carer-positive environment with satisfying roles that make a positive difference. We will continue to explore further enhancement of our employment offer through policies and working practice.

2.

## **Recruitment and Retention:**

Our recruitment, selection, and onboarding processes will be reviewed with continuous improvement to attract and retain the right people for our organisation.

3.

## **Leadership and Progression:**

Sustainable leadership and succession planning will continue to be embedded with opportunities for progression, career and role development and teamwork. Lanarkshire Carers adopted the Scottish Good Governance code that sets out the core principles and key elements of good governance for the voluntary sector. We will complete a further check-up of this practice. Full member activities and engagement are key aspects of succession planning for the board and will continue to support our carer led approach.

4.

## **Physical Health and Mental Wellbeing:**

We provide excellent health, wellbeing, learning, and personal development support with opportunities that are relevant to, and appreciated by, staff. We will continue to recognise achievement, the work they are doing, their personal experiences and the positive impact of workplace wellbeing initiatives and support.

5.

## **Streamlined Systems:**

We will continue to seek ways to further improve our recording mechanisms and streamline our systems and processes to ensure time is focused on direct carer support.

6.

## **Public Protection:**

We will continue to ensure that our staff are well trained and confident in their duties and responsibilities to report risk and harm and help people to understand this as a statutory, supportive measure. Robust internal policies and

procedures are in place to support this, and staff are confident in following reporting protocols.

7.

## **Staff Engagement:**

We will continue to support feedback through working groups, consultation, surveys, suggestions and representation.

8.

## **Equal Opportunity and Fair Work:**

We are an Equal Opportunity employer committed to fair work practices, including Living Wage accreditation and will continue to monitor these practices.

9.

## **Valuing Volunteers:**

Our organisation values volunteers and supports their contribution and development, we will further enhance volunteer involvement in the work of the organisation, offering appropriate opportunities that support and complement paid roles.

10.

## **Multilingual Support and Accessibility:**

We will continue to provide multilingual support and the development of different approaches focusing on accessibility and carers with protected characteristics.

11.

## **Engagement with Elected Representatives:**

We maintain relationships with elected representatives, involving them in carer awareness raising and to promote better understanding of carers' issues to raise the profile of carers at local and national government levels.

12.

## **Flexible Service Provision and Collaboration:**

We will continue to work flexibly to suit the individual needs of carers and support a positive work/life balance for our team. We will continue to review and explore further opportunities for flexible working and collaboration that supports our service provision and employees.

13.

## **Demonstrating Organisational Values:**

We will continue to demonstrate our organisational values in our practice and behaviours.

# Performance

**Lanarkshire Carers’ governance arrangements oversee all aspects of the organisation’s work and performance measurements. The Board of Directors holds overall responsibility for ensuring the organisation meets its purpose, achieves its objectives, and complies with all legal and financial responsibilities. Our governance and membership structures are detailed in the Articles of Association. The Board oversees the organisation’s policy framework, and the operational staff team is responsible for planning, delivering, monitoring, and reviewing services.**

Lanarkshire Carers reports on services, development, and achievements through a robust performance management and reporting framework agreed with commissioners and other funders. This framework details key performance indicators, outcomes, and feedback gathered. We detail the impact of our work, social return on investment, success stories, best practice approaches, and areas for further development. Carer feedback, collected through our consultation, evaluation, and review activities, informs service planning and development. Our approach to carer involvement creates opportunities for participation at all levels within the organisation and through related external opportunities.

The Board of Directors has overseen the increased investment, growth, and development of Lanarkshire Carers over the past 30 years. Continuous improvement through ongoing review, learning, and development is central to our quality assurance framework.

Work and project plans will outline outcome and output data for our activities, along with monitoring, review, and reporting arrangements. The investment in our digital capacity and systems has significantly improved our ability to provide robust qualitative and quantitative data as part of our contract monitoring requirements and impact/needs assessment.





# Actions and Goals

1.

## **Carer Involvement in Service and Strategy:**

We will continue to support carer involvement in service and strategy development. This encompasses a Carer Voice and Engagement programme in South Lanarkshire with an open carers' forum that further enhances our Lanarkshire-wide member involvement approach and activities.

2.

## **Communication:**

We will ensure that our internal communication platforms support well informed practice and delivery. Our website, social media and e-bulletins will continue to help link people to the information they need.

3.

## **Qualitative and Outcome-Focused Performance:**

Performance will not be monitored solely by numbers. Qualitative, outcome-focused results will continue to play an equally important role in determining and evidencing the success of Lanarkshire Carers. Our statistical data collection capacity is also valued by partners and we share information that helps inform and report on wider activities and objectives.

4.

## **Comprehensive Performance Reporting:**

We produce quarterly performance monitoring, ad hoc, and annual reports that will continue to demonstrate the positive difference our services make and highlight both qualitative and quantitative measures.

5.

## **Robust Review and Evaluation:**

We have robust mechanisms for continuous review and evaluation of our work and will continue to build and maintain the evidence base for our work, with key messages and sharing carer experiences. We will explore options to engage and consult with carers on a variety of topics and through a range of mechanisms and ensure this is representative of the diversity of our work.

6.

## **Integrated Carer Feedback:**

We will continue to gather carer feedback, comments, and evaluation across all aspects of our work and ensure this informs our performance monitoring and service improvement, consolidation and development.

7.

## **Digital Support Impact and Automation:**

We will capture the impact of our digital support and improve the functionality, leading to more automated processes. Continued investment in developing our digital and IT systems will ensure that time spent directly supporting carers is maximised. Cyber security and the place of Artificial Intelligence in our work will continue to be central to developments.

8.

## **Carbon Reduction:**

Our journey to net-zero 2030 will be planned, measured and reported. We will use the Adaptation Capability Framework to benchmark/baseline, set goals and accelerate progress. Our actions, leadership, practice and policy will reflect our requirements to become more environmentally friendly.

9.

## **Community Benefits:**

We are committed to supporting our local economy and community. We will invest the Lanarkshire pound locally and aim to achieve the best possible outcomes for the people who live in Lanarkshire.

10.

## **Sharing Success Stories:**

We will continue to share our successes and present them in easy-to-understand ways, with more carers telling their stories and shaping what we do.

11.

## **Continuous Improvement for Carers:**

Lanarkshire Carers always takes pride in our work, strives to provide the best possible service, and improve carers' lives. The recognition awards we have received are important to the organisation and we will continue to maintain these standards.

# Strategic Alignment: Local Carer Strategies

In Lanarkshire, there are two Health and Social Care Partnerships, each with a published Carer Strategy as required under the Carers (Scotland) Act 2016. The Local Authorities Carer Strategies are linked to wider council plans and strategies to which Lanarkshire Carers also input. We are a contributing partner and key stakeholder to both Carer Strategies and the oversight and partnership groups that monitor progress in North and South Lanarkshire. We are an independent organisation with our own governance arrangements, strategic planning document and purpose. Our work directly contributes to both local and national carer strategies and the priorities and actions identified through this work.



## SOUTH LANARKSHIRE CARERS STRATEGY 2023 -2026

### Agreed Priorities:

- ▶ **PRIORITY 1:**  
**Valuing Carers**  
Carers are identified, involved, and valued.
- ▶ **PRIORITY 2:**  
**Carers Achieving Personal Outcomes**  
Carers have choice and control, allowing them to balance their own life with their caring role.
- ▶ **PRIORITY 3:**  
**Developing Support Services**  
Carers can access the right support and services at the right time.
- ▶ **PRIORITY 4:**  
**Making Experiences Better for Carers**  
Carers have a positive experience of being a carer.

South Lanarkshire Integrated Joint Board - Strategic Commissioning Plan 2025 - 2028, sets out the five key strategic goals which will provide a consistent focus for the work and the decisions that will be made over the months and years ahead. One of the catalysts for change identified is Carers Support linked to the National Health and Wellbeing Outcome - Support unpaid carers to look after their own health and wellbeing.



## NORTH LANARKSHIRE CARER STRATEGY 2024 – 2027

### Key Priorities and Actions:

- ▶ **INDIVIDUALISED SUPPORT:**  
The strategy uses the “what might help?” approach, which involves identifying specific needs of each carer and providing tailored support.
- ▶ **PRACTICAL ASSISTANCE:**  
This includes help with income maximisation, peer support, family/community support, and assistive technology.
- ▶ **BREAKS AND WELLBEING:**  
Provision of regular breaks for carers to reduce isolation.
- ▶ **FINANCIAL SUPPORT:**  
Carer Outcome Grants offer financial assistance for immediate needs.
- ▶ **IMPROVED HOSPITAL DISCHARGE:**  
Enhanced processes aim to reduce delays and improve post-discharge support.
- ▶ **PARTNERSHIP WORKING:**  
The strategy emphasises collaboration with various organisations to meet carer needs.
- ▶ **FOCUS ON PREVENTION:**  
A key aspect is preventing crises by providing early intervention and preventative services, helping carers maintain their independence and wellbeing.

## Overall Aims

- 1 ▶ To improve the lives of carers and young carers.
- 2 ▶ To deliver positive outcomes for carers and cared for people.
- 3 ▶ To ensure carers are involved in individual support plans.
- 4 ▶ To ensure carers are involved in influencing and shaping policy and strategy.

Health and Social Care North Lanarkshire - Strategic Commissioning Plan 2023 – 2026 is linked to the vision that the people of North Lanarkshire will achieve their full potential, receiving the information, support and care they need, efficiently and effectively, at the right time, in the right place and in the right way. The document supports a whole family approach including supporting carers of all ages within their caring role and as equal partners in care.

## Equal Partners in Care (EPiC) Core Principles

EPiC is a national learning resource for health and social care staff; aiming 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, developed in partnership with a wide range of stakeholders, including carers and young carers themselves. These principles support workforce education and learning and promote a consistent understanding of how to work effectively with carers. Regardless of 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 of 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.



For an overview of Lanarkshire Carers services, click or scan the QR code to view our services leaflet.

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Charity Number: SC029160

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[www.lanarkshirecarers.org.uk](http://www.lanarkshirecarers.org.uk)



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Lynn O'Hara ~ Vice Chairperson

Linda Craig ~ Treasurer

Phil Hughes ~ Director

Colin Toal ~ Director

Nancy Johnson ~ Director



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