



Charity No 1076716



Charity No 1041925



Charity No 1033005

Caring Together
Whitby & District

BUSINESS PLAN

2016-2019

FOR THE PARTNERSHIP OF
**CARING TOGETHER WHITBY, RYEDALE CARERS
SUPPORT and SUPPORT FOR CARERS SCARBOROUGH**

Supporting those who care for others

<u>Contents</u>	page number
Forward	3
Mission Statement	3
Vision	3
Values	3
Our Objectives	4
Context	4-5
Our Services	6
Strategic Aims	7
Management and Organisation	8
• The staff team	8
• Governance	9
• Management systems	9
SWOT Analysis	10
Aims	11-13
Appendix 1 – Organisational structure	14

Forward

We recognise the vital role that carers play in our communities and are committed to supporting them in that role.

This strategy has been developed by a partnership of three local charities across Scarborough, Whitby and Ryedale that provide a variety of services for carers, the cared for and adults living alone in the community. It sets out the progress that has been made in supporting carers over the last three years and identifies priorities for the next three years.

The strategy is supported by a detailed plan setting out actions to address the priorities. The partnership will monitor progress against this plan to ensure that we deliver the services and support that carers need and deserve.

MISSION STATEMENT

To provide practical and emotional support for adult carers, the people they care for and individuals who live alone in the community.

VISION

Supporting those who care for others. Our vision is that every unpaid carer in Scarborough, Whitby and Ryedale is recognised and can lead a healthy fulfilling life with control over their caring role.

VALUES

- Visible – to ensure everyone is clear about our purpose and remit
- Inclusive – we will find ways of working with the many different groups and people across our communities
- Partnership working – we are committed to working in partnership with all stakeholders
- Self-Aware – we will actively seek feedback on our performance
- Value for Money - we will make best use of our resources, seeking to avoid duplication
- Transparent – we will be open and honest
- Sustainable – we will actively seek opportunities to make the partnership sustainable

Our determination to be the best service for carers is strengthened by having a dynamic skilled, passionate and committed staff. Whether involved in front line delivery, administration, finance, communication or management we always hold carers and older people at the heart of everything we do.

OUR OBJECTIVES

1. To enable carers to maintain their independence
2. To enable carers to continue their caring role
3. To increase the confidence and motivation of carers and the cared for
4. To enhance the wellbeing of carers and the cared for
5. To enable carers and those they care for to socialise together
6. To enable the older person to re-engage with their community
7. To inform and sign post to other organisations

CONTEXT

Across the UK today, 6.5 million people are unpaid carers with 56,000 unpaid carers in North Yorkshire. This means that 1 in 8 adults spend a 'significant proportion' of their lives providing unpaid support to family or friends. Nationally, it is estimated that 1 in 9 people in the workforce (2011 Census) are also caring for someone who is ill, frail or has a disability. It is therefore not just the right thing to do to ensure carers get the support that they need, it has an important impact on our local economy.

Research has shown that carers save the state billions of pounds each year by providing much-needed care to help sustain people in their own homes.

It is vital that carers are supported as individuals to ensure that their caring responsibilities do not impact negatively on their own quality of life, for example, leading to the high levels of social isolation that carers report. The new research – based on the results of the Carers UK, State of Caring Survey 2014 – found that 57% of carers have lost touch with

friends and family as a result of caring and half (49%) of carers say they experience difficulties in their relationships with their partners because of their caring role, 83% or 8 in 10 carers have felt lonely or socially isolated as a result of their caring responsibilities.

The Care Act 2014 introduced significant and welcome measures to improve the rights of adult carers. These measures include:

- A duty on local authorities to promote the physical, mental and emotional wellbeing of carers and their participation in work, education and training;
- Clearer information, advice and access to a range of preventative services which reduce carers' need for direct support;
- New assessments which put carers on an equal footing with the person they care for;
- Giving carers, for the first time, a clear right to receive services, via a direct payment if they choose;
- A national eligibility threshold, bringing greater clarity around entitlement for carers and those they care for;
- Processes in place to ease the transition between child and adult services.

“The biggest thing is not being able to afford or have the time to go out. Also, the inability to relax and not worry about having to go home early because my husband needs me. It's hard to enjoy social activities when you are tired and stressed and unable to 'switch off' from caring. You miss activities and eventually people stop asking.”

Our Services

The partnership delivers a range of services across Scarborough, Whitby and Ryedale. These services and projects are delivered by staff and volunteers, we currently have 9 members of staff and 208 volunteers.

In Scarborough, Whitby and Ryedale

A sitting service: 1:1 matched volunteer support to sit with the person being cared for during the day to enable carers to get out on their own and provide respite from their caring role and to provide a change for the person being cared for.

A visiting service: 1:1 matched volunteer support to befriend the older person living on their own who have few social contacts and would enjoy some extra company.

Support Groups: Monthly meetings that provide social and recreational stimulation for carers and the cared for

In Ryedale

Songs and Scones: a monthly meeting delivered in partnership with Live Music Now. It is an afternoon of musical entertainment followed by tea, cake scones and chat. It is aimed at people who have become lonely and isolated because of a change to their personal circumstances.

Farmers Breakfast: a monthly meeting to help lonely and isolated older people who have worked and live in a rural community and have few opportunities to meet together.

In Scarborough

Friendship Clubs: weekly meetings that provide social and recreational stimulation for those being cared for, it allows the carer to have a morning off

Luncheon Club: a weekly meeting that provides support and company to carers, the people they care for and older people living on their own who are lonely and isolated

Filey Group: a weekly meeting that provides support and company to carers, the people they care for and older people living on their own who are lonely and isolated in the Filey area.

Strategic aims 2016 – 2019

1. To be an effective, well governed and sustainable partnership

- To develop a robust line management strategy capable of leading, developing and supporting staff and volunteers.
- To ensure that the governance of the partnership is robust
- To hold appropriate quality marks and affiliations that evidence our commitment to professionalism and quality practices.
- To be recognised as a quality employer

2. To recognise the value of volunteers and provide them with a worthwhile experience

- To invest in staff and volunteers through training and development to ensure that they have the appropriate skills and experience to deliver services
- To have the capacity to respond to demand

3. To provide a service to carers and older people that responds to needs identified by them

- Carers and those they care for feel listened to and valued
- To use the evidence collected to inform and influence policy and practice

4. To develop the presence and profile of the partnership across North Yorkshire

- To continue to develop and seek new opportunities

5. Financial stability

- To develop a fundraising strategy that supports the development of the partnership
- To re-secure funding to deliver services due for renewal
- To identify innovative opportunities to increase efficiency and reduce overheads
- To secure funding through tendering for services that will help support the long term sustainability of the partnership

Management and Organisation

The staff team:

Manager/Chief Officer is responsible for the overall management of the partnership including:

- the contract with NYCC and other agreements with various bodies and trusts
- collating the statistics for the monitoring and evaluation of the services delivered by the partnership
- Managing the partnerships accounts and budgets
- the day to day delivery of services in Ryedale

Community and Development Worker for the Partnership

- Funding bids for the charities within the partnership
- Developing and supporting new activities
- Recruiting new volunteers for the partnership

Ryedale Carers Support

Deputy Manager

- Deputising for manager/ chief officer when necessary
- Managing a case load of referrals
- Support groups
- Supporting and training RCS volunteers

Co-ordinator

- Managing a caseload of referrals
- Supporting and training RCS volunteers
- Monthly activities

Administrator

- Mail outs, monthly returns
- Paying volunteer travel expenses
- Maintaining the databases
- Accounts for RCS

Caring Together Whitby and Support for Carers Scarborough

Co-ordinator(s)

- Managing a caseload of referrals
- Supporting and training their volunteers
- Monthly/weekly activities
- Mail outs, monthly returns
- Paying volunteer travel expenses

Volunteers

The partnership has a large number of dedicated volunteers who between them provide 15,000 sitting hours a year supporting our clients.

Governance

Each charity within the partnership has its own Trustee Board consisting of between 5 and 10 trustees. The individual boards have members who:

- hold senior positions in the voluntary and private sector
- are carers
- are retired
- are volunteer sitters,

The first-hand experience of board members enables them to continually focus on improving and developing the services offered by the partnership.

Management Systems

The Trustee Board of each charity is responsible for the governance and smooth running of that organisation. Two representatives from each board are nominated to sit on the partnership steering group. The steering group has the authority to co-ordinate funding bids for the partnership and oversee the delivery of these contracts. The steering group enables the partnership to develop and respond to new initiatives as they arise.

Day to day management of the clients and volunteers is delegated to the co-ordinators of each charity. The Chief Officer is responsible for the overall management of the partnership.

There is a clear management structure – outlined in Appendix 1 underpinned by comprehensive HR policies and processes through supervision and appraisals.

To ensure a high quality service the partnership will keep carers and older people at the heart of everything they do. They will listen to feedback so that they can keep improving. Their planned work will enhance their service provision and the overall experience of carers. They will continue to secure on going funding to ensure there is support which is diverse and responsive to need.

SWOT Analysis

This SWOT analysis was produced as a result of a consultation with staff and trustees from the 3 charities at an Away Day in October 2015.

Plans to address identified weaknesses and threats include:

- identify resources to strengthen IT support so that the partnership can be linked more effectively (skype, social media)
- put clear objectives in place to diversify the reliance of the partnership on one or two funding streams
- Improve the governance of the partnership and enable an increase in networking opportunities within the partnership

Strengths	Weaknesses
<ul style="list-style-type: none"> • Volunteers • The partnership is strong across the 3 areas • Volunteer Champion role • History of successfully working together • Responding to need • One common mission statement • Robust partnership agreement • Expertise – of all - including Trustees • Skills in recruiting and maintaining volunteers and matching with clients 	<ul style="list-style-type: none"> • Dependence on one or two time limited funding streams • Staff leaving
Opportunities	Threats
<ul style="list-style-type: none"> • Joint bids in future can save time and heighten the ‘voice’ of the organisation • Potential for delegation • Possible for all teams to ‘cover’ for each other • New staff coming in 	<ul style="list-style-type: none"> • The possibility of not getting funds • Other competitors?

AIMS

1. To be an effective, well governed and sustainable partnership

<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
Ensure staff are well supported and skilled to undertake their role	<ul style="list-style-type: none"> • Review and update appraisal process • Regular staff supervision 	Staff report positive experiences of the new appraisal system
Review PQASSO requirements and delivery in each locality	3 yearly PQASSO self – assessment	<ul style="list-style-type: none"> • Volunteers, staff, carers and older people are happy with the service they receive • To hold an appropriate quality mark that evidences the partnerships commitment to professionalism and good practice • To be recognised as a quality employer
Continue to enhance governance structures	<ul style="list-style-type: none"> • Review and update governing documents • Undertake annual skills gap and analysis • Provide trustee training and development • Recruit new trustees in Scarborough and Whitby 	Trustees report a positive experience
Develop a robust management strategy and invest in staff training	Staff enabled to develop	<ul style="list-style-type: none"> • Staff remain happy • Staff turnover is reduced

2. To recognise the value of volunteers and provide them with a worthwhile experience.

<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
Volunteers recruited and retained	Maintain a minimum of 1250 volunteer sitting hours a month	<ul style="list-style-type: none"> • 100% of volunteers think the partnership is a good place to volunteer • To have the capacity to respond to demand
Volunteer induction and training	Volunteers feel confident that they have the appropriate skills to deliver a worthwhile service	Volunteering with the partnership organisations is seen a positive experience and one they will recommend to others

3. Provide a service to carers and older people that responds to needs identified by them

<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
Ensure the partnership is carer led by continually improving our feedback mechanisms	Number of new activities/taster sessions directly as a result of carer feedback/request	Carers and those they care for feel listened to and valued
Support carers to maintain their health and well-being to enable them to continue in their caring role	<ul style="list-style-type: none"> • Provide a volunteer sitting service in each locality • Provide support groups for carers in each locality • Provide additional activities that meet the needs of the carer and cared for in each locality 	<ul style="list-style-type: none"> • Genuine choice and flexibility to take a break from the caring role, when needed • To relieve the loneliness and social isolation often experienced by the carer and cared for • To continue to develop and seek new opportunities that support the needs of the carer and the cared for

4. Develop the presence and profile of the partnership across North Yorkshire

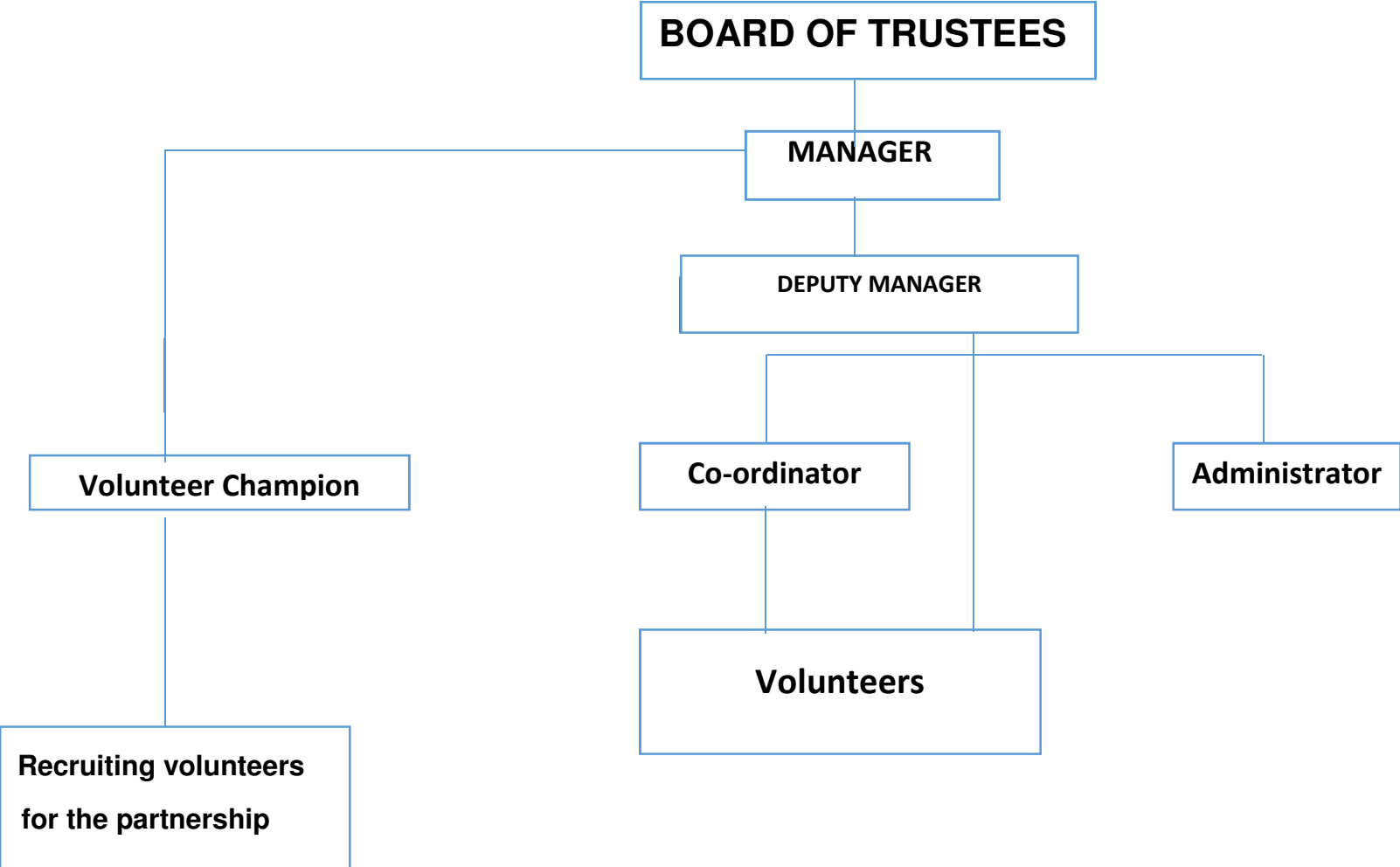
<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
To ensure the sustainability of the partnership we will continuously improve our profile, reputation and reach via a dynamic communications strategy	<ul style="list-style-type: none"> • Increase in referrals • Increase in volunteers • Successful fundraising 	Enhanced reputation of the organisations within the partnership
To ensure sound communication systems and processes	<ul style="list-style-type: none"> • Review and update individual websites • Maintain a presence in the local press in each locality • Increase number of twitter and facebook followers 	<ul style="list-style-type: none"> • Identification of hidden carers • More volunteers recruited • The partnership organisations develop a positive profile

5. Financial stability

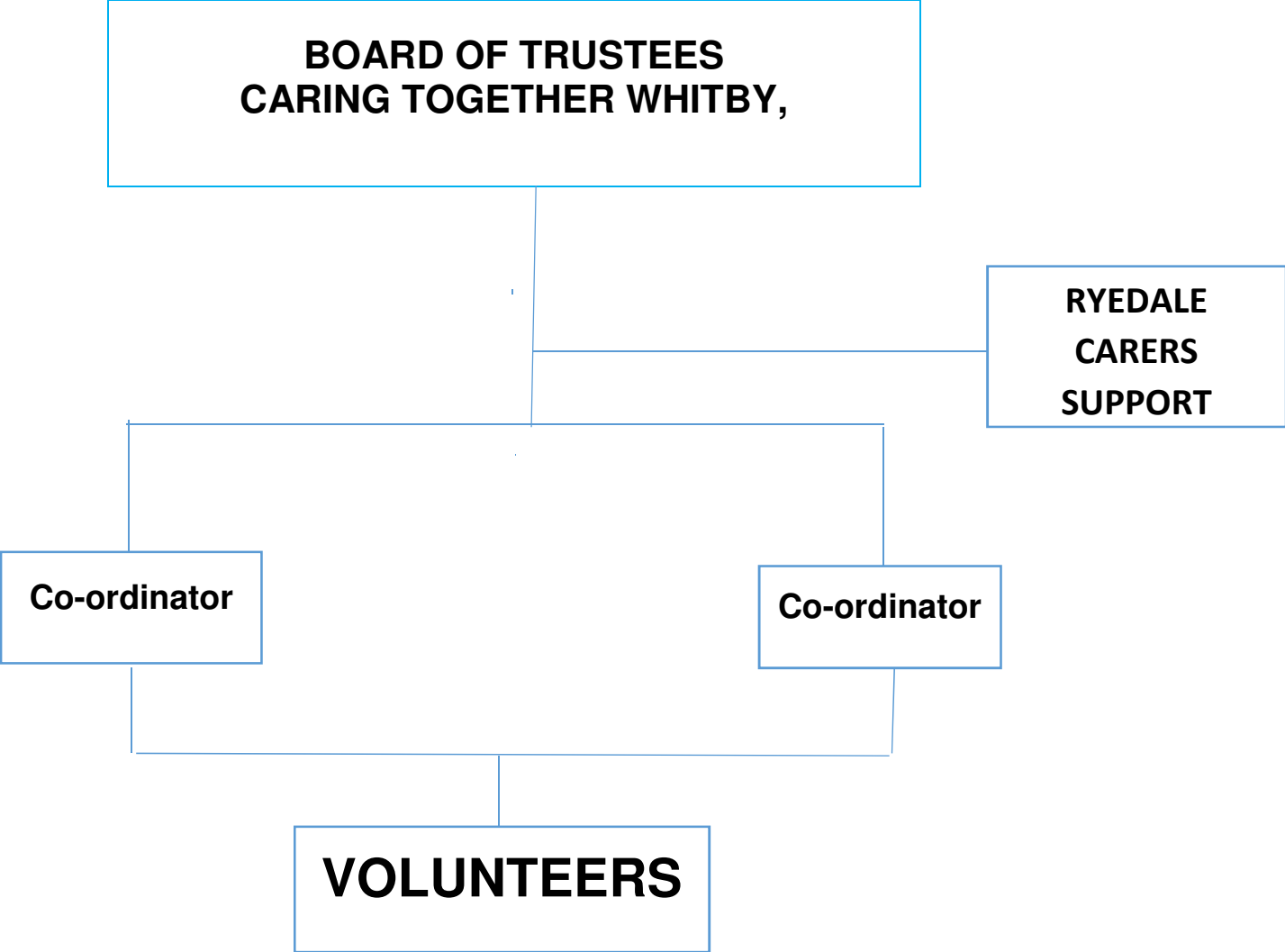
<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
Continually improve the financial management systems	<ul style="list-style-type: none"> • Finance management updated and ratified by each trustee board • Management accounts and budgets scrutinised regularly (at least 2 monthly) 	Break even budgets or reasonable explanations of a deficit budget
Produce a funding strategy focussed on diversifying funds and seeking new opportunities	<ul style="list-style-type: none"> • Set realistic fundraising targets in each locality • Develop partnerships with local businesses • Organise fundraising events in each locality • Secure funding that supports identified need 	<ul style="list-style-type: none"> • Less reliance on one or two time limited funding streams • New projects that are needed

Appendix 1

Organisational Chart for Ryedale Carers Support



Caring Together Whitby



Support for Carers Scarborough

