



**Caring Together**  
Whitby & District

Charity No 1175552 Charity No 1041925 Charity No 1033005

# BUSINESS PLAN

## 2020-2023

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



'One day a man was walking along the beach when he noticed a boy picking up and gently throwing things into the ocean. Approaching the boy, he asked: "what are you doing?" The boy replied, Throwing starfish back into the ocean. The surf is up, and the tide is going out. If I don't throw them back, they'll die. The man laughed to himself and said, " Do you realise there are miles of miles of beach and hundreds of starfish?" "You can't make any difference." After listening politely, the boy bent down, picked up another starfish and threw it into the surf, then smiling at the man, he said; "I made a difference to that one."

Adapted from the original by Loren Eiseley

***Supporting those who care for others***

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## **Forward**

We recognise:

- the vital role that carers play in our communities and are committed to supporting them in that role.
- That loneliness and social isolation can affect the health and well-being of adults in our community

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 and older people 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 and older people 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**

Our vision for the future is:

- Every unpaid carer in Scarborough, Whitby and Ryedale is recognised and can lead a healthy fulfilling life with control over their caring role.
- The impact of isolation and loneliness is reduced in the adult population of Scarborough, Whitby and Ryedale

## **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 and older people 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 our clients to maintain their independence
2. To enable carers to continue their caring role
3. To increase the confidence and motivation of our clients
4. To enhance the wellbeing of our clients
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
8. To continue to identify and meet emerging needs

## **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.

North Yorkshire County Council have a strategic framework to build relationships and tackle loneliness and social isolation, it is called 'Stay Social, Stay Well'. Loneliness affects people of all ages and at any time in their lives, 46% of adults in North Yorkshire have experienced loneliness, 6% of them have said they are often or always lonely – this is known as chronic loneliness. Studies have found links between loneliness and poorer health outcomes, such as early death, higher rates of depression and cognitive decline. This may lead to higher costs in the public sector due to greater service usage, absences and productivity losses (Alexander Bellis 2019 – House of Commons Briefing paper 'Tackling Loneliness')

## **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 218 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 befriending 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.

### 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.

**Walking Group:** for those who are physically fit but can no longer walk on their own. The carer can have a break knowing their loved one is doing something they enjoy.

**Support Group for Carers.** Within a friendly and relaxed atmosphere problems are shared between carers and it becomes the support of friends in a similar position.

### In Scarborough

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

**Filey Group:** a fortnightly 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.

**Songs and Scones:** a monthly meeting. 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.

### In Whitby

**Friendship Group:** a monthly 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

**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.

**Friendship Groups:** monthly meetings in various rural locations that provide social and recreational stimulation for those who have become isolated and lonely

*“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.”*

## **Strategic aims 2020 – 2023**

### **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
- To develop a marketing and communication strategy that can reach new volunteers and identify hidden carers

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

- Carers, the cared for and older people 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

### **6. Future Sustainability**

To mitigate against the weakness outlined in the SWOT Analysis on page 10, the organisation needs to:

- Work closely with other partners to develop additional funding sources
- Set up a 'will week' with other charities in our localities. For example, Ryedale Charities Together.
- Develop an effective marketing and communication tool to build on our successful volunteer recruitment campaigns. More volunteers will mean we can provide more support to carers and people who have become lonely and isolated due to bereavement and illness.

## **Management and Organisation**

### **The staff team:**

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

### **Ryedale Carers Support**

#### Co-ordinators

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

#### Administrator

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

#### Activities Co-ordinator

- Community Development work in Whitby and District
- Lythe Farmers Breakfast
- Developing Friendship Groups in rural locations

### **Caring Together Whitby and Support for Carers Scarborough**

#### Manager, Deputy Manager and Co-ordinator

- 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 managers and 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 and older people. They will continue to secure on going funding to ensure there is support which is diverse and responsive to need.

Keep the enthusiasm of your youth and treasure the wisdom of old age.  
Lailah Gifty Akita

### **SWOT Analysis**

This SWOT analysis was produced as a result of a consultation with staff and trustees from the 3 charities.

Plans to address identified weaknesses and threats include:

- identify resources to strengthen IT support so that the partnership can be linked more effectively
- 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"> <li>• Volunteers</li> <li>• The partnership is strong across the 3 areas</li> <li>• History of successfully working together</li> <li>• Responding to need</li> <li>• One common mission statement</li> <li>• Robust partnership agreement</li> <li>• Expertise – of all - including Trustees</li> <li>• Skills in recruiting and maintaining volunteers and matching with clients</li> <li>• Sharing of ideas and good practice</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on one or two, time limited funding streams</li> <li>• Unexpected staff changes</li> <li>• Recruitment of volunteers to meet demand</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Joint bids in future can save time and heighten the ‘voice’ of the organisation</li> <li>• Potential for delegation</li> <li>• Possible for all teams to ‘cover’ for each other</li> <li>• New staff coming in</li> </ul>	<ul style="list-style-type: none"> <li>• The possibility of not getting funds</li> <li>• Other competitors</li> <li>• Inability to recruit volunteers</li> </ul>

## 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"> <li>• Review and update appraisal process</li> <li>• Regular staff supervision</li> </ul>	Staff report positive experiences of the new appraisal system
Continue to enhance governance structures	<ul style="list-style-type: none"> <li>• Review and update governing documents</li> <li>• Undertake annual skills gap and analysis</li> <li>• Provide trustee training and development</li> <li>• Recruit new trustees in Scarborough, Whitby and Ryedale</li> </ul>	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"> <li>• Staff remain happy</li> <li>• Staff turnover is reduced</li> </ul>

### **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	<p>Maintain a minimum of 1250 volunteer sitting hours a month</p> <p>Develop an effective and sustainable marketing strategy</p>	<ul style="list-style-type: none"> <li>• 100% of volunteers think the partnership is a good place to volunteer</li> <li>• To have the capacity to respond to demand</li> <li>• with our local communities</li> <li>• Devise new ways of recruiting volunteers</li> </ul>

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
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### 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 client led by continually improving our feedback mechanisms	Number of new activities/taster sessions directly as a result of client feedback/request	Carers and those they care for and older people living alone feel listened to and valued
Support carers to maintain their health and well-being to enable them to continue in their caring role  Support older people living alone to maintain their health and well-being by enabling them to stay connected with friends, family and their local community	<ul style="list-style-type: none"> <li>• Provide a volunteer sitting service in each locality</li> <li>• Provide a volunteer befriending service in each locality</li> <li>• Provide support groups for carers in each locality</li> <li>• Provide additional activities that meet the needs of the carer and cared for and older people living alone in each locality</li> </ul>	<ul style="list-style-type: none"> <li>• Genuine choice and flexibility to take a break from the caring role, when needed</li> <li>• To relieve the loneliness and social isolation often experienced by the carer and cared for and older people</li> <li>• To continue to develop and seek new opportunities that support the needs of the carer and the cared for and older people</li> </ul>

### 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"> <li>• Increase in referrals</li> <li>• Increase in volunteers</li> <li>• Successful fundraising</li> </ul>	Enhanced reputation of the organisations within the partnership

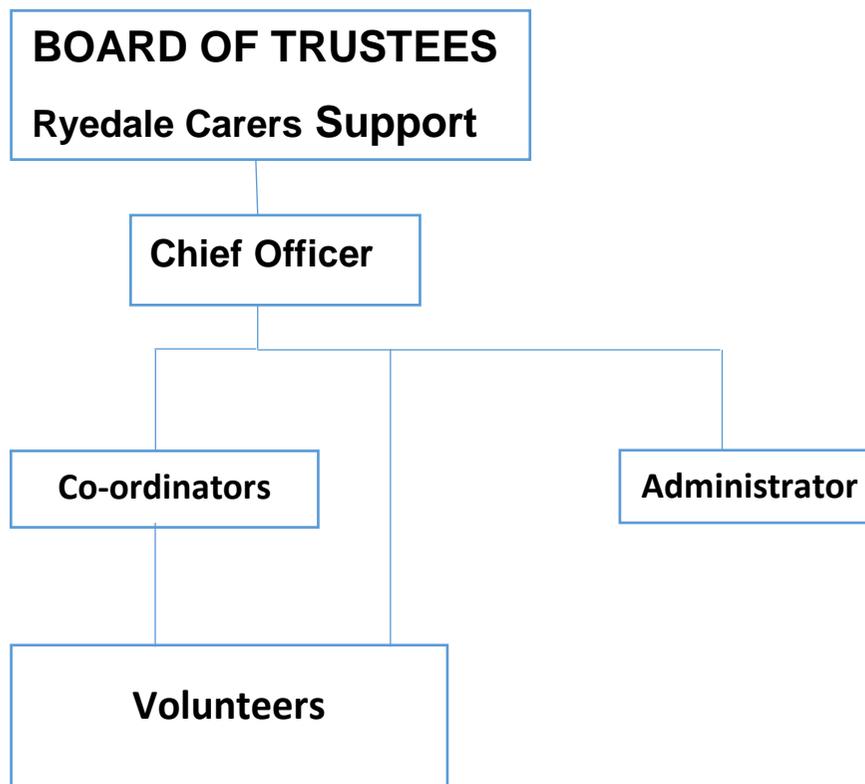
To ensure sound communication systems and processes	<ul style="list-style-type: none"> <li>• Review and update individual websites</li> <li>• Maintain a presence in the local press in each locality</li> <li>• Increase number of twitter and Facebook followers</li> <li>• Develop an effective marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of hidden carers</li> <li>• More volunteers recruited</li> <li>• The partnership organisations develop a positive profile</li> </ul>
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## 5. Financial stability

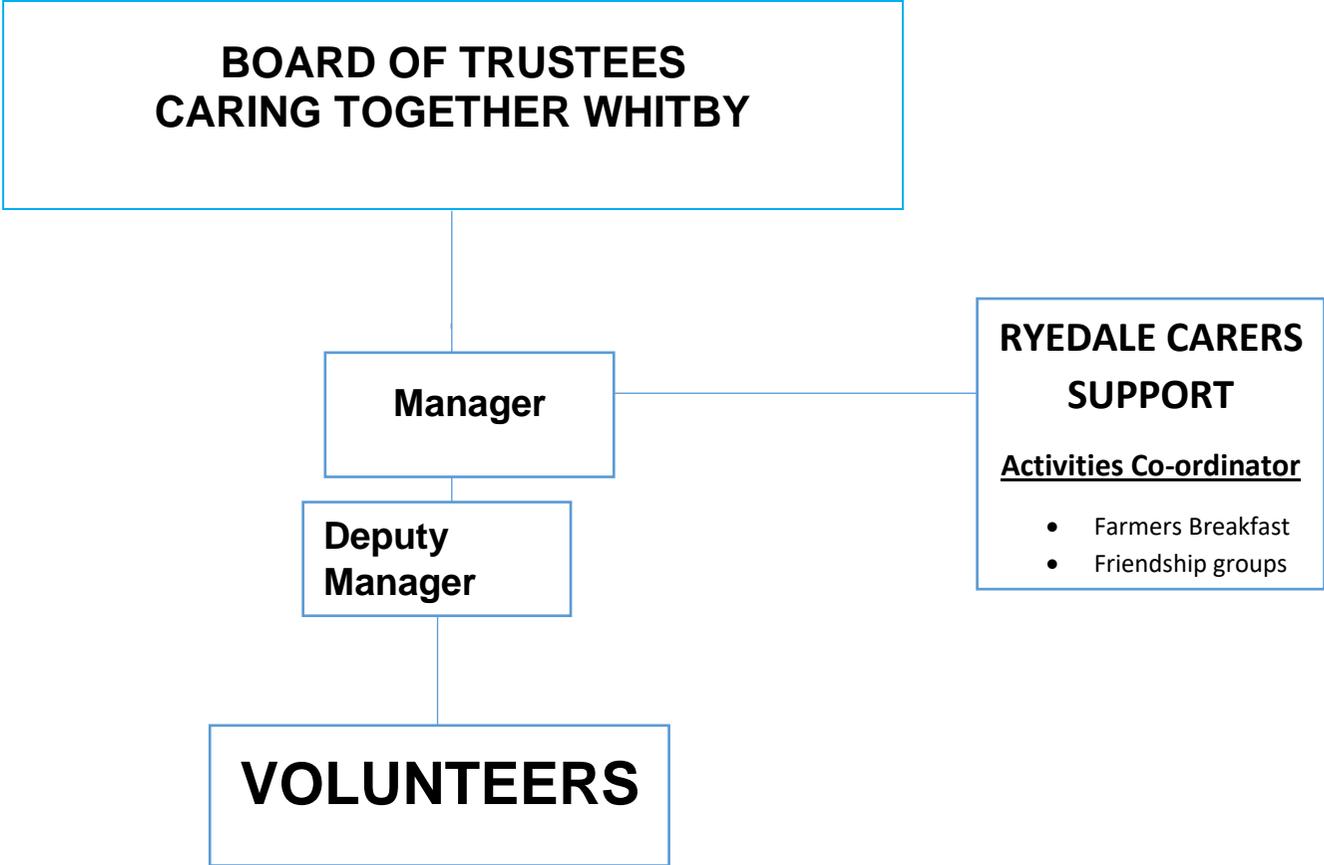
<u>Objectives</u>	<u>Outputs</u>	<u>Outcomes</u>
Continually improve the financial management systems	<ul style="list-style-type: none"> <li>• Finance management updated and ratified by each trustee board</li> <li>• Management accounts and budgets scrutinised regularly (at least 2 monthly)</li> </ul>	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"> <li>• Set realistic fundraising targets in each locality</li> <li>• Develop partnerships with local businesses</li> <li>• Organise fundraising events in each locality</li> <li>• Secure funding that supports identified need</li> </ul>	<ul style="list-style-type: none"> <li>• Less reliance on one or two, time limited funding streams</li> <li>• New projects that are needed</li> <li>• Work closely with <b>Ryedale Charities Together</b> to develop additional funding sources</li> </ul>

Appendix 1

Organisational Chart for Ryedale Carers Support



Caring Together Whitby



**Support for Carers Scarborough**

