

Lanarkshire Carers Centre



Lanarkshire Carers Centre

Princess Royal Trust Lanarkshire Carers Centre Ltd

Business Plan (Executive Summary)

2016 - 2020

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Section One Executive Summary

1.1. INTRODUCTION

The Business Plan sets out the future direction and priorities that will be pursued by Princess Royal Trust Lanarkshire Carers Centre Ltd over the period 1 April 2016 to March 2020. Operating as Lanarkshire Carers Centre, the charity is an independent legal entity and also affiliated as a network partner to the Carers Trust.

This updated business plan has been prepared and approved by the trustees to assist the charity move forward with a clear sense of purpose and direction in what will be challenging times. The need for a quality assured, effective, adaptable and dedicated carer support service is widely recognised and Lanarkshire Carers Centre is best placed to deliver this.

The Business Plan has been prepared following a detailed analysis of current service activity; an assessment of local demand for carers support services within Lanarkshire and issues raised directly by carers themselves; a review of the policy context; and consideration of the funding environment. This information has been used to identify the future development priorities and service activity for the organisation. The Business Plan sets out the plan for continued development of the organisation over the next four years, and outlines the associated costs and funding strategy that will be pursued.

2015 was Lanarkshire Carers Centre's 20 year anniversary delivering carers support services across Lanarkshire. Established in 1995, the charity has grown and developed whilst retaining the central focus of ensuring carers have access to the support they need to sustain their caring role.

Lanarkshire Carers Centre has good working relationships with a range of partner agencies within the public and voluntary sectors in Lanarkshire, and is recognised as the key provider of carer support services within the area. The organisation has developed a track record in service delivery and is highly respected in the local area.

An outline of the key achievements of the organisation throughout the timeframe of our previous business plan includes:

- Lanarkshire Carers Centre has grown and developed the range of services provided and increased the number of carers supported
- Lanarkshire Carers Centre has completed a comprehensive review of all services, systems, policies and procedures to improve effectiveness and efficiency going forward
- Delivery of tailored, innovative and flexible services in response to carers needs including information, advice, individual and group work carer support, and carer training programme
- Delivery of project activity including support for Black and Minority Ethnic Carers, and Independent Services including pampering, foot clinics, and legal clinics
- Completed an 'On the Margins' Scoping exercise in partnership with MECOPP supporting the development of the Chinese Community Engagement project to further enhance our Black and Minority Ethnic Carer Support work.
- Developed a Short Breaks Carers Information Service which includes the administration of a substantial Creative Breaks Fund for carers across Lanarkshire and a Respite pilot
- Conducted a feasibility study to determine the needs of Young Adult Carers and evidence the requirement for a new dedicated service for this demographic
- Skilled and dedicated Board of Directors, both carers and former carers,

governing the organisation

- Highly experienced, committed and diverse staff team identifying new and hidden carers and working co-productively with them to achieve positive outcomes
- Providing a range of volunteering opportunities for people who wish to support our work
- Good geographical coverage with outreach activity including co-location in many local social work offices and Lanarkshire wide projects. Carer support groups operate in localities throughout Lanarkshire with a number of interest based/caring role based groups
- Over 6000 carers registered with Lanarkshire Carers Centre
- Increased awareness of carers needs, carers issues and services, locally and nationally
- Support designed to respond to local carers issues through flexible and responsive services
- Implemented the Carers Journey to support the development of outcome focussed carers support plans and carers emergency plans
- Establishment of outreach services across Lanarkshire providing preventative, emotional and practical support to carers
- Increased online presence through our website and social media platforms
- Developed a Carer Registration Card that gives carers access to a discount scheme, and other incentives
- Developed a number of fundraising initiatives to help support our work
- Re-located registered office to new fit-for-purpose premises in Hamilton Town Centre and maintained and expanded the second base in Airdrie locality
- Developed and provided a wide range of training opportunities at the beginning, during and end of the caring journey, informed by a comprehensive training needs analysis
- Developed robust referral procedures to facilitate access to our services and ensure compliance with data protection and information sharing legislation
- Reviewed all aspects of our performance management and how we record, review and report on activities
- Developed robust systems and processes supported by bespoke recording and reporting systems
- Renewed and achieved quality assurance systems including PQASSO, Healthy Working Lives and Volunteer Friendly awards
- Delivery of quality assured and outcome focussed services
- Service Level Agreements in place with public bodies and approved service providers
- Good joint working arrangements and collaborative working at both locality and strategic levels across two local authority areas

1.2. DEVELOPMENT FRAMEWORK

The Business Plan has been prepared in consultation with key stakeholders. It has also been designed to embrace the changes that are taking place within the operating and funding environment, and the need to ensure the strategic integration of the work of Lanarkshire Carers Centre with a number of key policy areas at both a local and national level.

In particular, the priorities set out in the Business Plan have been informed by a number of factors which include:

- **Dovetailing with local and national priorities relating to carers.** Lanarkshire Carers Centre has an outcome focussed approach setting out clearly the impact the work of the charity has in relation to Local Carers Strategies and Carers

Information Strategy, National Health Improvement Outcomes and Community Planning Priorities

- **Responding to the direction and priorities identified through the Carers Scotland Act, Integration of Health and Social Care and the Self Directed Support Act.** Lanarkshire Carers Centre has a rights based approach, working with carers and partners to fulfil this in Lanarkshire
- **Building capacity to support an increased number of carers in a flexible and responsive way.** Lanarkshire Carers Centre delivers effective and efficient services in response to the needs of new and existing carers

The Business Plan has been designed to set out how we respond to the current funding environment and continue to deliver a comprehensive range of carer information, advice and support services.

The vision of Lanarkshire Carers Centre is underpinned by a commitment to place carers at the heart of the organisation and ensure that our services are as effective and accessible regardless of personal circumstances or caring situations. Our vision is:

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

The mission statement of Lanarkshire Carers Centre is underpinned by the values of the organisation that are embedded in everything we do. Our mission statement is:

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

The values come from people who have dedicated much of their lives to caring for others and are reflected in the conduct, behaviours and attitude of trustees, staff and volunteers:



Lanarkshire Carers Centre works to empower carers to take a full part in all areas of its work and believes that carer involvement should be more than consultation. It should empower carers to take a central role in designing, developing and delivering services

and to take ownership and responsibility for services.

Lanarkshire Carers Centre is a valuable resource to carers, carers groups and organisations. Our aims:

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

1.3. PRIORITY AREAS

The future service activity and work of the organisation has been structured around the capacity to deliver core and project services developed over many years. It acknowledges the need for continuous development in response to identified needs and priorities. Lanarkshire Carers Centre delivers services from the registered office in Hamilton, a base in Airdrie and in locality settings throughout Lanarkshire. There are three priority areas set out below alongside the activities that sit within each of these:

| PRIORITY AREA | DESCRIPTION |
|---|--|
| Priority One Core Services (Carers Support Services) | <p>Develop a programme of core activity that will support carers across Lanarkshire. Core Services will include:</p> <ul style="list-style-type: none"> ● Carer Information & Advice Services ● Carer Support Services (Including individual and group support) ● Carer Training and Development Services ● Support for carers who are isolated <p>The following services are long standing and/or new projects which should form part of our future core service:</p> <ul style="list-style-type: none"> ● Black and Minority Ethnic Carers Support ● Young Adult Carers Support ● Volunteer Development and Opportunities |
| Priority Two Project Services and partnership activity | <p>Lanarkshire Carers Centre delivers a range of project services to support carers. Project Services will include:</p> <ul style="list-style-type: none"> ● Independent services delivering pampering and foot clinics across Lanarkshire. Legal Clinics are also provided in our Hamilton Centre and Airdrie Base ● Short Breaks Carers Information Service ● Chinese Community Engagement ● Respitality Pilot and Development ● Creative Breaks and Mini Breaks Fund ● Partnership activity including income maximisation clinic and elected members surgeries |
| Priority Three | Lanarkshire Carers Centre is committed to the ongoing development |

| | |
|----------------------------|--|
| Organisational Development | <p>and improvement of the organisation. Over the next four years activity will be focussed on a number of key areas including:</p> <ul style="list-style-type: none"> • Continued development of the governance arrangements • Continued development of the monitoring, evaluation, review and reporting framework • Conduct a job evaluation process and review support/appraisal system • Review and develop the infrastructure and capacity of the organisation • Agreed funding strategy to ensure long-term sustainability of Lanarkshire Carers Centre • Partnership activity at both locality and strategic level • Shape the organisation to support the delivery of local strategic priorities informed by national policy |
|----------------------------|--|

1.4 FINANCE & FUNDING

Detailed financial projections have been prepared that set out the proposed income and expenditure requirements for Lanarkshire Carers Centre for the four year period 1 April 2016 to 31 March 2020. The financial projections have been prepared based on cost centres, representing core services and project services. A summary of the financial requirements are set out below:

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|------------------------------|----------------|----------------|----------------|----------------|
| INCOME | | | | |
| CORE SERVICE | 488,025 | 529,403 | 538,991 | 548,779 |
| PROJECT SERVICES | 243,524 | 248,756 | 253,731 | 258,805 |
| TOTAL | 731,549 | 778,159 | 792,722 | 807,584 |
| EXPENDITURE | | | | |
| CORE SERVICE | 504,937 | 517,903 | 531,226 | 544,914 |
| PROJECT SERVICES | 243,524 | 248,756 | 253,279 | 258,250 |
| NET SURPLUS / DEFICIT | -16,912 | 11,500 | 8,217 | 4,420 |

The funding strategy has been designed to consolidate funding around the core services. Other funding will then be sought to deliver individual project activity. An outline of the funding strategy is as follows:

- **Core Funding** – Lanarkshire Carers Centre will seek to secure ongoing grant funding from the North Lanarkshire Council, South Lanarkshire Council, and NHS Lanarkshire as part of Service Level Agreements to deliver carer support. The intergration of Health and Social Care presents the opportunity to prepare a funding proposal that includes what is now considered the core carer support services delivered by Lanarkshire Carers Centre
- **Project Services** – Lanarkshire Carers Centre will seek to secure funding from additional funding sources including charitable trusts and donations to assist with the ongoing delivery of new project activity. Project development will be in reponse to identified needs and/or gaps in provision. Funding sources that will be examined by the organiation will include The National Lottery, Robertson Trust, Lloyds TSB and Carers Trust.
- **Income Generation** – Lanarkshire Carers Centre will seek to explore the opportunities for income generation activity including individual donations and fundraising events.

1.5. DISCLAIMER

This Business Plan is confidential and should not be copied or circulated in whole or in part, nor its contents communicated to any other party without the prior written consent of Princess Royal Trust Lanarkshire Carers Centre Ltd.

March 2016