



You care for them, we care for you

Carers' Resource Strategic Plan 2019-2022

**Let's spread the word
and support more carers**

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Contents

1. Introduction
2. Vision
3. Mission
4. Statement of Purpose
5. Organisational Values
6. Operating Responsibly, Ethically and Sustainably
7. Operating Guidelines
8. Strategic Aims
9. Objectives
10. Key Performance Indicators
11. Operating Context
12. Accountability
13. Review
14. Financial Summary
15. Appendix One: SWOT Analysis
16. Appendix Two: PESTLE

1. Introduction

- 1.1 Carers' Resource was established in 1995 responding to a need to support unpaid carers. This need for support, information and advice is even stronger in 2018 than it was in the 1990s, due in part, to advances in medical science that keep those with complex conditions in better health for longer, and to the fact that the population as a whole is living longer. Carers' Resource works with those people who care for a relative or friend without payment whether that be for a couple of hours per week or for over 50 hours. Carers' Resource also offer a wider range of services to those in need of care and support that may offer additional support to carers.
- 1.2 The role of carer is often not planned for, and can have a dramatic impact on the life of the carer as well as the person in need of care. Many people do not identify themselves as a carer as they feel that caring is part of being a spouse, parent, relative or friend. A key role for Carers' Resource is to enable people to identify as a carer and thus access support, hopefully before they reach a crisis point.
- 1.3 Carers provide help to a relative or friend who could not manage otherwise due to illness, disability, frailty, mental health, drug or alcohol issues. Many carers combine this role with working, running a home, looking after children – or in the case of young carers, growing up. Whilst every caring situation is different, a common theme is that carers put their own needs last, often to the detriment of their own health. Carers' Resource works hard to raise the profile of unpaid carers and the contribution they make to society.
- 1.4 Carers' Resource has grown from a handful of workers to a 150 strong team operating a broad range of services and activities supporting unpaid carers and helping isolated, vulnerable individuals across Bradford, Airedale, Craven and Harrogate.
- 1.5 Services for carers include information and advice; help with form filling and applications; advocacy; carers' well being reviews and assessments; training courses; support groups; breaks (including drop in sessions and trips); and mentoring and befriending. The organisation also provides services for people living alone who may be experiencing loneliness or social isolation, and for people leaving hospital who need support to re-establish their home life. Care services are delivered in people's own homes by a team of professional support workers. Specialist services are provided for young carers, siblings, parent and grandparent carers, and the particular needs of those caring for people with dementia are recognised.
- 1.6 Carers' Resource works in partnership with a large number of voluntary and statutory agencies to ensure joined up person centred services that promote empowerment and independent living. The organisation listens to what carers and others in need of care and support say they want and need and responds appropriately.
- 1.7 Carers' Resource has been successful in securing many sources of funding in order to offer a professional person centred service to carers. Many of

our funding streams are 'one-off' or time limited. A key purpose of the strategic plan is to stand outside funding streams and lay out clearly the aims, objectives and direction of the organisation irrespective of funding streams and monitoring requirements. This plan covers a three year period and there will be detailed annual development plans across all key areas of the organisation that will address the headline priorities identified here.

2. Vision

2.1 Deliver outstanding support to carers

3. Mission

3.1 'You care for them, we care for you'

4. Statement of Purpose

4.1 Carers' Resource is an independent and nationally recognised Yorkshire charity which gives tailored information and support to carers, those in need of care and support and the professionals who work with them.

4.2 Services support people to remain independent and have choice and control to improve their lives or situations.

4.3

- a) We aspire to be the service of choice.
- b) We exist to work with, and for, carers and those in need of care and support
 - promoting awareness of their needs.
 - providing information, advice, support and care to them.
 - supporting other organisations, statutory and independent in their work with them.

5. Organisational Values

Value	What does this mean in practice
Caring	<ul style="list-style-type: none"> • Showing that we care for our clients, staff and volunteers • That we care about doing a good job • We have empathy, clear boundaries, compassion • We value staff and volunteers
Integrity	<ul style="list-style-type: none"> • Working together • Doing the right thing • Paying attention to equality, equity, fairness • Ensuring what we say we do, that we are trustworthy, transparent, reliable, honest and open.
Person centred (All about you)	<ul style="list-style-type: none"> • Listening, understanding and communicating • Supporting carers to make the best informed decisions • Being flexible and non-judgemental • Offering a tailored service to our clients needs
Inclusive	<ul style="list-style-type: none"> • Tailoring service to local need/communities/cultures • Being aware of barriers –supporting ‘all the way through’ • Working with partners • Making people feel welcome
Responsive	<ul style="list-style-type: none"> • Deliver on our agreed actions • Being realistic • Adapting to changing circumstances • Well led

6. Operating Responsibly, Ethically and Sustainably

- 6.1 No aggressive fundraising
- 6.2 Information about the people we work with is not given away
- 6.3 Diversity is respected and celebrated
- 6.4 Committed to reducing negative impact on the environment where possible
- 6.5 Work embedded within the communities worked in
- 6.6 Confidentiality is fundamental to the way of working
- 6.6 Excellent governance arrangements are maintained

7. Operating Guidelines

7.1 The operating model is made up of the following components:

- a) Focussed on the needs of unpaid carers and those in need of care and support so that they can have choice and control to improve their lives or situations.
- b) Person centred approach – working with individuals to identify need and supporting them to meet these needs, which may involve signposting to other services
- c) Carer involvement in the design and delivery of services.
- d) Working in a range of partnership arrangements where this enhances the services provided.
- e) A sustainable organisation with a wide range of revenue sources with surplus ploughed back into additional services for carers.
- f) Focus on staff professionalism and expertise.

7.2 This will be funded by -

- a) Responding to invitations to tender.
- b) Applying to grant making trusts and other funding bodies.
- c) Undertaking general fundraising.
- d) Generating income from paid for services

8. Strategic Aims

- 8.1 To be recognised as the 'go to' organisation for carers in our area
- 8.2 To deliver services that meet the needs of all carers
- 8.3 Respond to unmet needs of those in need of care and support
- 8.4 To influence public and private policy by campaigning to increase the awareness of the role carers in society
- 8.5 To be an excellent employer that people want to work for
- 8.6 To explore innovative models of paying for care
- 8.7 To maintain financial stability
- 8.8 To explore opportunities for sustainable growth
- 8.9 To increase the role of volunteering in the organisation

9. Objectives

- 9.1 To engage with communities to aid all those caring for a relative or friend to identify as a carer and thus be able to access relevant support through appropriate assessment.
- 9.2 To offer high quality professional information, advice and support to carers and professionals appropriate to their needs.
- 9.3 To engage with local communities to offer support that enables carers and those in need of care and support to feel that they are part of their local community.

- 9.4 To enable carers to get the breaks they need in order to support their ongoing caring role.
- 9.5 To ensure that all services offered by the organisation are tailored to meet the needs of the individual.
- 9.6 To maximise the use of technology to offer efficient services.
- 9.7 To increase the role of volunteering particularly in the Bradford area

10. Key Actions and Performance Indicators linked to Strategic Aims

Linked to:	1. Key Performance Indicators	Baseline	Year 1	Year 2	Year 3
Aim 8.1	a) % of carers reached in the geographical area	20%	22%	24%	26%
Aim 8.1 and 8.2	b) % of completely new carers worked with	39%	42%	44%	46%
Aim 8.2	c) % of carers involved in panels and forums	1.5%	3.5%	5%	7.5%
Aim 8.3	d) % of carers who report a significant positive impact on their wellbeing	None	80%	83%	86%
Aim 8.2	e) Ratio of male to female carers supported	Male 27% Female 73%	Male >26%	Male >26%	Male >26%
Aim 8.2	e.1) % of carers supported from the BME communities across our whole geographical area	1.1%	1.5%	1.5%	1.5%
Aim 8.2	e.2) % of Asian/Asian British carers supported	15.1%	16%	16%	16%
Aim 8.2	e.3) % of mixed ethnicity carers supported	0.5%	1.5%	1.5%	1.5%
Aim 8.2	e.4) % of carers supported within other ethnic groups	1.2%	1%	1%	1%
Aim 8.2	e.5) % of white carers supported	82.1%	80%	80%	80%
Aim 8.6	f) % increase in the number of care@ self funding clients	10%	20%		

Aim 8.9	g) No. of new volunteers in the organisation	N/A	36	40	40
Aim 8.3	h) % of people who return to hospital within 30 days of discharge in Home from Hospital service	<8%	<8%	<8%	<8%
Aim 8.4	i) To be involved in a minimum of two campaigns per year	N/A	2>	2>	2>
Aim 8.7 and 8.8	j) Use reserves to grow/maintain current projects – and to align with the reserve policy	Spend 50K	Spend 50K	Spend 50K	Spend 50K
	2. Minimum Standards				
Aim 8.5	k) % satisfied rating customer survey	90%	90%	90%	90%
Aim 8.7	l) % of contracts that met required targets and are on budget	>95%	>95%	>95%	>95%
Aim 8.5	m) % of staff who say CR is a good place to work	National average 65%	>85%	>85%	>85%
Aim 8.7	n) Maintain a level of good and consistent cash flow	£200K	£200K	£200K	£200K
Aim 8.8	o) Maintain a number of income streams that have input to overall overhead costs	21	21	21	21
	3. Management Information Indicators				
Aim 8.5	p) % of days off sick	2.8%	2.8%	2.8%	2.8%
Aim 8.5	q) % of staff turnover	5% - 20%	5% - 20%	5% - 20%	5% - 20%
Aim 8.5	r) % of policies and procedures reviewed and updated annually	N/A	10%	15%	20%

11. Operating Context

11.1 The impact of 7 years of austerity has led to a culture change in society where people do not expect help unless they are in crisis, where many

people are concerned that they may get something to which they are not really entitled, and where people struggle on. Funding for public services has been reduced year on year, and it is important that organisations such as Carers' Resource play a role in identifying the solutions and creating new ways of providing much needed support.

11.2 The organisation needs to work closely with statutory and other third sector organisations to create a vision for a future where there is confidence that those in need will get the support they require.

11.3 The organisation has undertaken both a SWOT and a PESTLE analysis. Each analysis was undertaken with a range of self selected staff who engaged in wide ranging discussion in order to identify a balanced picture. The SWOT analysis identifies significant strengths that then flow into a long list of opportunities, all of which will be explored further during the lifetime of this plan. The weaknesses and threats identified are very real and need to be monitored and reviewed regularly.

12. Accountability

12.1 The organisation will produce:

- Annual impact report
- Annual Report and Audited Accounts
- Reports to funders

12.2 Officers will attend and host monitoring visits

12.3 The organisation will continue to be assessed for external quality frameworks as appropriate.

12.4 The work of staff and volunteers is supported through regular supervision and annual development reviews.

12.5 We will encourage people to become Members and to be involved in the organisation.

13. Review

13.1 This plan will be reviewed annually at the beginning of each calendar year in order to support the annual operational planning cycle.

14. Financial Summary

- 14.1 The organisation will keep sufficient reserves in order to meet its obligations should significant contracts cease to operate, and will comply with the Reserves Policy. Funding will be pooled across the organisation where possible, in order to maximise impact on carers and those in need, and value for money. All major contracts will benefit from added value due to this approach and additional fundraising.
- 14.2 All funding streams will be accounted for separately so that each funder is assured that the funding stream is being used appropriately.