STRATEGIC BUSINESS PLAN
2017 - 2020
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Executive Summary

Carers come from all walks of life and can be found across all communities. They provide a varied range of support for relatives or friends who would find it difficult to manage without them. They often go through their caring journey with little or no recognition or support for themselves. Camden Carers Centre aims to change this by identifying carers and providing them with a wide range of services to help them in their caring role and ensure that they are able to have a life outside of caring. With a population of over 250,000 in Camden and over 17,300 carers identified from the 2011 census the organisation has its work cut out. Our aim is to provide a high quality wrap around service that identifies and supports carers across all communities in the borough.

- We aim to listen to what carers tell us they want and need
- We aim to educate other organisations to identify and support carers
- We aim to teach businesses and employers the importance of supporting carers
- We aim to support carers to have their voices heard when local services are being developed or changed

As an organisation we have grown considerably in the last three years. We now have a cohesive and dedicated board with a wide range of skills able to lead the organisation to deliver first rate services for carers in the borough. We have a staff team who are hard working and well trained enabling them to offer quality services and a team of dedicated volunteers who support the organisation in a variety of ways.

We receive excellent feedback from carers and other stakeholders about the support we offer, as an organisation we strive to put carers at the centre of everything we do.

Carers, staff, volunteers and other stakeholders were consulted at the beginning of putting our business plan together. We listened to carers views about what is important to them and this formed the basis for this document. The business plan was put together by a team consisting of trustees and staff.

This document lays out our key objectives for the next three years. We will continue to consult and listen to what carers tell us is important to them.

Kate Harwood
CHAIR OF TRUSTEES

Allegra Lynch
CHIEF EXECUTIVE
Vision Statement

SUPPORT - ADVICE - EMPOWERMENT;
CARING FOR THE CARERS OF CAMDEN.

"The best aspect of Camden Carers Centre is the wrap around service you provide."

Mission Statement

TO PROVIDE A RELIABLE, SUPPORTIVE SERVICE AIMED AT IMPROVING THE QUALITY OF LIFE, HEALTH AND WELLBEING FOR ALL CARERS IN THE LONDON BOROUGH OF CAMDEN.
SECTION 1 - CONTEXT

Purpose of this Document

Camden Carers Centre is the only organisation in Camden that works exclusively with carers, accompanying on often arduous journeys. In this strategy we map out the key objectives for the next three years; acknowledging the need for regular review to keep pace with national and local political and economic changes. Thus this is a living document; its objectives will be monitored regularly by those delivering the service.

This plan for 2017-2020 is a result of our strong commitment to user and stakeholder involvement, with this approach to engagement underpinning our development. For this document we have used information gathered in 2016 from almost 400 stakeholders, including over 300 carers, 40 external stakeholders, and 30 staff and volunteers.

This document aims to share with carers, staff, stakeholders, and associated organisations our objectives and to engage with you in our goal to make Camden Carers Centre the charity of choice for fundraisers, and be the basis for us to expand our support of carers through a comprehensive, inclusive and coordinated approach to benefit all.

Why care for carers?

Carers come from all walks of life, all communities and all backgrounds; we will all know someone who is or has been a carer. Nationally carers save the economy £132 billion/year; an average of £19,336/carer/year (Carers UK).

The 2011 census showed that there are at least 17,300 carers who live in the London Borough of Camden and this number is likely to increase. People are living longer leading to a higher prevalence of age related conditions and an increase in chronic conditions in the population, meaning more and more people are finding themselves in the caring role whether by choice or not.

Carers are the people behind those in need

So why support carers?

For Camden Carers Centre it’s simple; by supporting the carer you support two people; the carer and the cared for. Supporting carers through their journey to keep as well as possible (both mentally and physically) in turn helps them to carry on in their caring role. Offering holistic support to carers enables them to continue to care whilst having a life of their own; ensuring that their needs are met and that they are reminded of the importance of keeping themselves both well.
Mrs E cares for her husband with dementia. They used to enjoy Camden Carers Centre activities together. In the past year, things have become difficult, with Mrs E’s own health – both physical and mental - affected by Mr E’s worsening dementia. Mrs E has, at times, felt near breaking point. Camden Carers Centre supported her with two weeks urgent respite for Mr E in a care home. Mrs E is very fearful of statutory authorities and we played a significant role in negotiating on her behalf, providing a bridge between Adult Social Care, herself and Mr E. Recently things deteriorated to the extent that a decision was made for Mr E to move permanently to the care home. Through the support we were able to give along her journey, Mrs E has built up trust in our service, talking through the decision regarding the long-term place of her husband’s care. Mrs E continues to attend some of the activities we offer. Although she sometimes arrives in a state of distress, she soon feels calm and ready to join in, through the support of other carers and Camden Carers staff.

Who we are

Camden Carers Centre is an independent charity formed in 1991 with four staff. We have been through a number of changes since then and we now have 26 staff and 11 trustees. Staff and trustees come from a diverse range of backgrounds and professions. There are currently 65 volunteers involved in supporting CCC across the organisation from admin to counselling.
Camden Carers Bake Off

Monthly Carers Walk 2016
What we do

Camden Carers Centre provides support and services to adult carers (aged 18 and over) who live, work or study in Camden or care for someone who lives in Camden. These are informal carers who care for a relative or friend who has a long term illness or disability including: learning disabilities, physical and sensory disabilities, frailty, dementia or mental health, drug or alcohol dependency.

We offer a range of services to nurture carers and continually look for feedback to improve how we work and support carers; our approach is a holistic one. Where there is evidence to suggest that it is beneficial we work with the cared for, particularly around rebuilding relationships. In addition to this, we collaborate with a range of other services and act as a gateway for carers to other services within the Borough.

<table>
<thead>
<tr>
<th>Box 1: WHAT WE DO</th>
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### Support and Information
- Support and Information Line
- Specialist support workers including for:
  - Mental health
  - Dementia
  - Young adult carers
  - Learning disabilities
- Hospital work – UCH & St Pancras
- Carers Assessments

### Health
- Liaise with Primary Care and CCG
- Provide Health and Lifestyle Consultations
- Run Health Activities including health walks
- Run Nutrition Workshops

**On-going projects:**
- 1:1 personal training,
- 1:1 nutrition consultations
- 1:1 Counselling, longer-term, & group

### Breaks and Activities
- Older Carers & Dementia day opportunities (people with dementia & their carers)
- Training & activities (open to all carers)
- Volunteering opportunities (for carers and non-carers)
- Working for Carers Project – supporting carers back into work

"Your workshop on the Care Act changed my life. Your offer of counselling saved my life."

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Values – what’s important to us

- **Participation**: we involve carers, volunteers, staff and other stakeholders in all aspects of the organisation; listening to and incorporating their views
- **Resourcefulness and innovation**: we make best use of all available resources including funding, staff, volunteers and those organisations we partner; monitoring internal and external developments to provide innovative and forward-thinking services
- **Professionalism and quality**: we maintain high personal and professional standards to deliver a quality service
- **Equality and diversity**: we value and respect people from all communities, ensuring services and support are accessible to all carers within Camden

As an organisation Camden Carers Centre is regularly asked to contribute and participate in a vast range of matters relating to carers. As part of Carers Trust network we look to revolutionise the way in which carers are seen, heard, and prioritised; striving to ensure that a balance is struck between the contribution that carers make to health and social care systems and providing the support they need in order to do that whilst having a life of their own.

**How we work: partnership & participation**

Partnership work is a key element to how Camden Carers Centre works as an organisation:

- We partner Centre 404, a charity for people with learning disabilities and their families; together we work to deliver Camden Carers Service
- We collaborate with other carers centres across London and nationally with Carers Trust to consolidate reach, coverage and impact to benefit carers
- We work closely with local commissioners, Camden and Islington NHS Foundation Trust and the NHS Camden Clinical Commissioning Group
- We work with local partners to identify hidden carers, and act as a gateway for carers to access other services within the borough. In this way we identify new carers, provide better support for registered carers, all whilst disseminating good practice and influencing service provision
- We commission specific carer focussed projects from other local voluntary organisations
- We facilitate Camden Carers Voice; a carer-led forum that voices concerns, informs strategy, discusses key issues and campaigns for all carers in Camden

**Growth and success (impact)**

In the 26 years since Camden Carers Centre was created, the organisation has grown rapidly. This has allowed for a greater reach and impact; reflected through an increase in the number and diversity of carers registered, supported and attending events. A key reason for this has been ensuring focus on the areas that carers have identified as being the most beneficial to them, resulting in:

- 3700 registered carers
- Meeting and often exceeding our performance targets
- Developing innovative services
- Being a well known and respected part of the community

We have invested in our staff and volunteers to achieve good practice; we are working towards a range of quality marks including PQASSO level 2. We are an organisation that is ready to apply for grants and funding.
### Box 2: OUR ACHIEVEMENTS 2013-16

<table>
<thead>
<tr>
<th>Commissioner/funder</th>
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<tbody>
<tr>
<td><strong>A strong &amp; effective team</strong></td>
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<tr>
<td>• Built a strong team of passionate and knowledgeable staff</td>
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<tr>
<td>• Developed a board of dedicated and skilled Trustees</td>
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<tr>
<td>• Clear leadership by CEO with vision and understanding of the sector</td>
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<tr>
<td>• Recruitment and development of committed volunteers</td>
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<tr>
<td><strong>Core Funding</strong></td>
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<tr>
<td>• Secured 3 year contract + 2 year extension from 2013-2018</td>
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<tr>
<td>• Funding for work with older carers</td>
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<tr>
<td>• Funding for work with young adult carers</td>
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<tr>
<td>• Secured hub lead in Working for Carers project 2016-2019</td>
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<tr>
<td><strong>Innovative projects &amp; Pilots</strong></td>
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<tr>
<td>• Undertaking carers assessments</td>
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<tr>
<td>• Young Adult Carers Project</td>
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<tr>
<td>• Festive breaks vouchers</td>
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<tr>
<td>• Health Checks and Nutrition Project</td>
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<tr>
<td>• Personal training sessions at home ‘Don’t Tone Alone’</td>
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<tr>
<td>• Carers Prescription and GP work</td>
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<tr>
<td>• Camden Creative Carers Collective (Art group)</td>
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<tr>
<td><strong>Dementia &amp; Older people work</strong></td>
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<tr>
<td>• Programme of day opportunities for people with dementia and their carers, including reminiscence, guided tours and other option</td>
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<tr>
<td>• Older Carers Outreach &amp; Befriending Service</td>
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<tr>
<td>• Ageing better Project for isolated older carers.</td>
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<tr>
<td>• Working with carers in early onset dementia</td>
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</tbody>
</table>

- Camden Council & CCG
- City Bridge
- Carers Trust
- Camden Council
- Carers Trust
- Funded through Britain Best Breakfast fund raising
- Lottery funding
- Big Lottery funding.
- Carers Trust & City of London
- City Bridge Trust
- Public Health Funding
- Camden Council
<table>
<thead>
<tr>
<th>Category</th>
<th>Activities</th>
<th>Funding</th>
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</thead>
</table>
| Enhancing services             | • Improved support and information helpline  
                               | • End of life/change in direction groups  
                               | • Hospital support service  
                               | • Counselling service expansion | Times of Change Grant  
                               | | NHS demonstrator site          | (2010-2013) |
Planning for 2020 - how we prepared this document

We consulted extensively to ensure that the views of all our users and stakeholders form the foundation and framework for the future. In addition we used published national and local data on carers, an analysis of our strengths and weaknesses, and our understanding of threats and opportunities in the sector to identify our five key objectives for the next three years (see section 2).

In our questionnaire surveys carers told us that their personal priorities were maintaining their own health and being able to continue to fulfil their caring role (Figure 1). Further information and analysis can be found in the appendices at the end of this document.

Consultation

Online questionnaires were completed by: 325 carers, 41 external stakeholders and community groups, 30 staff and volunteers.

We held consultation events and staff away-days. (See Appendices)

<table>
<thead>
<tr>
<th>Development of the Board of Trustee</th>
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<tbody>
<tr>
<td>• Ensuring diversity of trustee members with varied range of necessary skills to run Camden Carers Centre; ideally including those with carers experience</td>
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<tr>
<td>• Have good governance and links to NHS/medical bodies and related experience</td>
</tr>
<tr>
<td>• Four effective governance committees</td>
</tr>
<tr>
<td>• ‘Getting to know you’ events</td>
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<tr>
<td>• Staff presentations at board meetings</td>
</tr>
<tr>
<td>• Participation in staff away days</td>
</tr>
<tr>
<td>• Improved diversity of trustees - age, gender, ethnicity, work and carer experience</td>
</tr>
<tr>
<td>• Support and advice through Voluntary Action Camden on governance</td>
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</tbody>
</table>
Carers also told us what services provided by Camden Carers Centre they considered the most helpful. Their top priority was information and advice, followed by support, activities, and health related services.
Understanding the environment

Carers play a vital role in the community - at the intersection between family, health and social care, and their numbers are set to increase. Policy, social, and resource factors interact to shape the environment in which Camden Carers Centre will be able to support local carers over the next three years.

Current government social care policy promotes an expanded role for carers and the Care Act 2014 sets out key duties for local authorities to sustain individual wellbeing through support and advice, directly or, as in Camden, through commissioning. Increased support for carers, however, needs to be provided in the context of reduced funding for social care at national level and strained NHS resources. The economic situation is complicated by people living longer, often with a combination of chronic diseases and disability. Put together this places bigger burdens on carers. The recent Kings Fund-Nuffield report describes the 5-year funding outlook as bleak. Public spending on adult social care will fall to less than 1% of GDP leading to a widening gap between needs and resources; local authorities will struggle to meet basic statutory duties. Government policy is underpinned by the assumption that unpaid, informal carers, can (and indeed should) with some advice and support, fill the care gap.

Further factors in the care environment are the (as yet unknown), consequences of Brexit. Over 80% of UK paid care workers were born overseas, largely in Eastern Europe. Residential and home care providers are concerned about future recruitment and increased staff costs, leaving gaps to be filled by carers.

The most visible manifestation of pressures on health and social care budgets is growth in delayed discharges from hospital. Local authorities, NHS providers and commissioners are aware they will need to turn to services such as Camden Carers Centre to increase support for carers in order to facilitate hospital discharges, and relieve pressure on hospital and community services. This focus on ‘filling the care gap’ will, in turn, require Camden Carers Centre to work hard to fulfil our new strategic objectives, continue to provide a balanced and broad service, and identify hidden carers without making difficult choices about priorities. In line with our values and carers’ feedback, Camden Carers Centre wishes to sustain, promote, and enable continued holistic support throughout a carers’ journey.

Despite pressures, Camden Council’s joint health and social care commissioners have extended Camden Carers Centre funding for the final year of our current contract 2017-18, a mark of confidence in the services we provide. In future years we will need to compete for funding which is a complex and time-consuming process. Camden Carers Centre has won and successfully delivered projects sponsored via a range of civil society sources (see Box 2) but will need to compete to further diversify income. This new model of multiple funders may allow creativity and innovation but is costly in terms of the effort involved in tendering, assessing the multiple performance indicators, and the risk to sustainability.

To maintain quality while reaching out, we hope to increase Camden Carers Centres role as a training and support agency in the borough, and work more effectively with the volunteers who give generously of their time and expertise. Our strategic priorities for sustaining our holistic approach, responding to user, staff, and stakeholder views, and expanding carer support in Camden are outlined in the following section.
### Understanding the environment

#### SWOT ANALYSIS

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
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<tbody>
<tr>
<td>• STAFF TEAM caring and skilled</td>
<td>• INCREASING WORKLOAD with same resources</td>
</tr>
<tr>
<td>• COMPREHENSIVE SERVICES free, accessible</td>
<td>• PROFILE &amp; BRANDING to be more widely known</td>
</tr>
<tr>
<td>• USER SATISFACTION</td>
<td>• RESPONSING TO DIVERSE COMMUNITY OF CAMDEN many carers hidden and unsupported</td>
</tr>
<tr>
<td>• ENGAGED COMMISSIONERS supportive and knowledgeable</td>
<td>• FUNDING over reliance on a single income source</td>
</tr>
<tr>
<td>• NETWORKING AND PARTNERSHIP</td>
<td>• TECHNOLOGY to be more up-to-date and efficient</td>
</tr>
<tr>
<td>• WELL FUNCTIONING BOARD OF TRUSTEES critical friend to Chief Executive</td>
<td>• STRATEGIC DIRECTION a plan and rationale to address increasing need with strained resources</td>
</tr>
<tr>
<td>• GOOD REPUTATION with carers, public, community, and local organisations</td>
<td>• VARIABLE STAFFING LEVELS high strain &amp; sickness</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• GROWING RECOGNITION OF IMPORTANCE OF CARERS</td>
<td>• COMPETITION IN THE MARKET</td>
</tr>
<tr>
<td>• POLITICAL SUPPORT FOR EXPANDED ROLES FOR CARERS need for innovation &amp; piloting new projects</td>
<td>• LIMITED FUNDING AVAILABLE</td>
</tr>
<tr>
<td>• CATERING FOR MORE DIVERSE CARER POPULATION</td>
<td>• UNCERTAINTY AND INSTABILITY political &amp; economic</td>
</tr>
<tr>
<td>• OUR DEDICATED VOLUNTEERS</td>
<td>• INCREASED WORKLOAD ‘victims of our own success’</td>
</tr>
<tr>
<td>• PROVIDING TRAINING AND SUPPORT for partners in allied sectors</td>
<td>• STRAIN ON STAFF burnout, increasing absence &amp; reduced retention</td>
</tr>
<tr>
<td>• BUILD ON EXISTING HIGH QUALITY LOCAL SERVICES</td>
<td>• USE TECHNOLOGY to communicate &amp; disseminate</td>
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<tr>
<td>• USE TECHNOLOGY to communicate &amp; disseminate</td>
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#### ENVIRONMENTAL SUMMARY

The key factors in our service environment are the growing importance of carers in national policy, their increasing numbers and the increasing burden on them, requiring additional support on a reduced public spending budget. Camden Carers Centre has great potential for growth, extending our valued services to our clients, and are dedicated to supporting the vulnerable but only if we can share our expertise and diversify our income in a climate of political and economic uncertainty.

Camden Carers Centre will continue to lead the Carers Service – with a shift where appropriate from direct service provider, to an organisation also better equipped to enable other agencies in Camden.
SECTION 2: KEY STRATEGIC OBJECTIVES

Objective 1
Continue support and advice to carers

Objective 2
Maintain carer health & wellbeing

Objective 3
Enabling carers to maintain balance in their lives

Objective 4
Reaching hidden carers

Objective 5
Diversify our sources of funding
SECTION 2: KEY STRATEGIC OBJECTIVES

Objective 1: Continue support and advice to carers

What is the need / Issue
Providing information and support to carers was overwhelmingly identified in our 2016 consultation as Camden Carers Centre’s most useful current service. Local organisations and commissioners rely on us for help, advice, and to shape local services.

Where we are now
- Providing direct support and advice through a dedicated telephone line and drop-in service
- Undertaking Carers Assessments (part of the Care Act 2014) on behalf of the local authority
- Informing carers about access to benefits, financial support and local services
- Maintaining a register of carers
- Family Carer Support and Information Workers provide one to one support at various locations
- Offering on-going support along the whole of a carer’s journey and listening to the carer’s experience
- Family and Carer Support and Information Workers with specialist knowledge and skills
- Contributing to policy, training and raising awareness

Where we want to be in 2020
Sustain
- Current quality of direct support and advice services to carers
- Commitment to never close our door to carers
- On-going contract to provide Carers Assessments on behalf of Camden Council

Enhance
- Speed of response times
- Efficiency and effectiveness through transparent and consistent communication
- Quality of service around end of life and life after caring

Diversify by
- Enabling and empowering the wider community through engagement and partnership to support carers
- Using our expertise to better become a local specialist resource and empowering other organisations to support carers throughout Camden and being recognised as a centre of excellence
- Providing training and development to local voluntary and educational organisations with tailored events and master classes

How we’re going to get there
- Retain and reward expertise, redeploy, train or recruit new staff
- Involve more volunteers, advocates and health, psychology and social care trainees
- Provide apprenticeships in partnership with local education providers
- Increase clarity and transparency in communication with carers to align expectations with available support at Camden Carers Centre or refer to other agencies
- Work with carers and partner organisations to develop packages of advice on caring at end of life and life after caring
Objective 2: Maintain carer health & wellbeing; physical, mental & social - using a holistic approach

What is the need / issue
Becoming a carer can be rewarding but it can also be daunting; often overwhelming emotionally, physically and economically, and can lead to isolation, self neglect and hardship. Carers in Camden identified their health and wellbeing as their top priority. Carers, Camden Carers Centre and stakeholders recognise that effective ways for carers to maintain health and wellbeing takes many forms and should aim to be holistic: considering health, wellbeing and isolation at once.

Where we are now
Health and lifestyle
• Health and lifestyle consultations and subsequent signposting and referring to local services
• Counselling for acute carer and relationship stress, anxiety, and low mood
• Physical activity & wellbeing activities including walks, Pilates, nutrition workshops and 1:1’s with personal training for those who can’t easily leave home or are isolated
• Referring users to breaks and activities to improve wellbeing and reduce isolation
• Linking with the healthcare sector including Pharmacists, GP Surgeries and the NHS Camden Clinical Commissioning Group
• Ensuring carers are recognised by GPs and other health care professionals

Where we want to be in 2020
Sustain
• A range of diverse health and wellbeing services; including preventative measures

Improve
• Interventions for key groups and transitions -
Increase
• Number of health and lifestyle consultations offered to a more diverse range of carers
• Referrals within Camden Carers Centre and to external agencies
• Prevention and health promotion in collaboration with national and local organisations such as the Camden Public Health team

How we’re going to get there
• Collaborate and train with health and wellbeing organisations in the community such as public health leads in local authority, pharmacies, GP surgeries, NHS Talking Therapies, day centres, private care agencies
• Actively identify barriers for carers supporting their health
• Making follow-up after health and lifestyle checks routine
• Collect prompt feedback and monitor health & wellbeing outcomes accurately
• Recruit volunteers with healthcare, counselling and other health related skills
Objective 3: Enabling carers to maintain balance in their lives

What is need / issue
We want all carers registered with Camden Carers Centre to feel enabled to maintain balance in their lives. This means relieving carer stress and isolation and offering support and activities to maintain work, study, leisure and a social life while caring. Breaks and activities provided by Camden Carers Centre were identified as vital by many in our consultation. Carers and staff recognise that without balance in their lives carers may be unable to continue their caring role.

Where we are now
We offer:
- Group activities and leisure breaks (with and without the cared for)
- A wide variety of activities and breaks to relieve isolation and stress including
  - Creative arts and leisure activities
  - Activities for carers who care for someone with dementia
  - Specific support for young adult carers (carers aged 18-25)
- Advice about employment, education and training
- Training on carers rights and other practical carer issues
- Guidance on accessing replacement care
- Support and advocacy aimed at helping carers continue work or studies

Where we want to be in 2020
Sustain and adapt
- Breaks and activities especially the highly valued opportunities for dementia carers
- Offer a constantly evolving training and activities programme based on feedback from carers and staff, uptake, requests from stakeholders and commissioners and innovation
- Continued commitment to provide all free of charge
- Continue working in partnership with local training providers, e.g. Westminster Kingsway College, Royal Central School of Speech & Drama

Innovate
- Pilot new approaches to involving carers in creative art
- Develop and support carer-to-carer peer support projects
- Explore new partnerships with leisure and training providers
- Research opportunities for young adult and working carers, and those caring for people with mental ill-health and other complex conditions

How we’re going to get there
- Improve understanding of impact
- Manage carer expectations and reduce non-attendance
- Involve volunteers to support and monitor breaks and activities programme
- Build on partnership and corporate sponsorship for arts and leisure (exploiting London’s cultural wealth)
- Share expertise with partners working with minority groups
- Collaborate with other carers centres on shared activities
- Avoid overlap with other allied services
Objective 4: Reaching hidden carers

What is the need / issue

Camden has the 3rd highest percentage of carers in Inner London (8% of the population) that is 1 in 12 adults.

The 2011 census data revealed there are over 17,300 carers in Camden, an increase of 12.5% in a decade. With only 3,700 registered with Camden Carer Centre there are many carers who might benefit from support who are currently hidden or unaware of the help available. This is likely to include young adults, those struggling to stay in work, and members of some ethnic minority groups or certain excluded groups. The number of male carers in society is increasing and evidence shows they are less resilient than their female counterparts and suffer greater stress and ill health.

The North Central London Sustainability and Transformation Plan (2016) aims at increased efficiency in publicly funded health and social care, with more people cared for out of hospital. This will have an as yet unknown impact on families expected to take on caring roles.

Where we are now

Ongoing projects to identify and better support hidden carers such as our Young Adult Carer project have allowed us to increase outreach and diversify support. A key part of this is supporting organisations and businesses to identify and refer hidden carers.

Where we want to be in 2020

To ensure that all carers who live, work, or study in Camden are
- Aware of support and services available to them
- Able to access support when and where needed
- Ensure no carers are excluded especially
  - Lesbian, Gay, Bisexual, Transgender community
  - Working carers
  - Male carers
  - Carers from specific ethnic backgrounds

How we’re going to get there

Revise performance indicators for registered carers to include those known to and supported by other organisations
Develop a communication plan with clear performance indicators
- Establish new Partnership Development role
- Raise profile and visibility of Camden Carers Centre
- Develop an ongoing communication plan and increase use of social media
- Blogs and regular local media columns
- Enable community, faith, social groups, large local employers and schools to provide carer support

Mrs D’s husband has physical disabilities; Mrs D had struggled alone becoming isolated and fearful of others. After contact with Camden Carers Centre she was encouraged to start volunteering on some admin duties for the Centre. She soon revealed other useful skills. She had a health consultation assessment with the Health Team and was encouraged to join in the walks they organised. From there, she trained as a volunteer walk leader and has become part of the walking team supporting other carers. Since volunteering at the Centre, Mrs D has become more outgoing, and confident; through using and sharing her skills her health has improved.
Objective 5: Diversify our sources of funding

What is Issue / need
To survive in the face of reduce public funding and maintain our core value of a service free of charge to carers Camden Carers Centre needs to diversifying sources of funding. Policy makers assume there will be more funding opportunities through corporate social responsibility programmes or grant making bodies, and greater efficiency through the use of technology and volunteers. However there will be increased competition in securing new funding and recruiting volunteers.

Where we are
Currently, the 3 main sources of funding are:
- Local Authority (Camden joint health & social commissioners) 95%
- Small grants from charitable organisations 4%
- Donations and fundraising 1%

We are fortunate to have had our contract agreed for the final year 2017-18 with a cut of only 8%. This reduction reflects national trends. The contract will be re-tendered in 2017 for 2018 onwards.

To maintain the quality of activity and continue to support Camden’s carers, we will need to:
- Seek wider sources of funding and avoid reliance on the Local Authority and Clinical Commissioning Group
- Adapt the service from direct provider to enabler of other agencies
- Gain Quality Marks which demonstrate our value and our capabilities

Where we want to be in 2020
- Ready to prepare grant application at short notice
- Staff investment in training and administrative systems to support monitoring and evaluation
- Raising revenue from training provided by our staff
- Secure funding via a wide range of sources

How we’re going to get there
To survive in the face of reduce public funding diversifying sources of funding will require us to:
- Explore opportunities for new funding from:
  - Charities and social enterprise programmes
  - Corporate social responsibility and outreach (theatres, opera, sports teams, museums etc)
  - Commercial organisations
- Collaborate with partners in the sector
- Deploy more staff time on preparing funding applications
- Be ready in our business strategy and expertise for tending and re-tendering
SECTION 3

Quality, governance, and organisational development
The organisation is currently governed by 11 trustees all of whom have been recruited since 2014. There are a wide range of skills and knowledge amongst the trustees with over 50% being either carers or former carers. The board undertook a skills analysis in 2016 and continues to grow, develop and work together to act as strategic leaders of the organisation.

The board are encouraged by the Chair to regularly reflect on their practice and to look outwards to see what opportunities are available and examine good practice in other organisations. The Chair is a member of the Chairs Association for professional development. New trustees are invited to meet with the Chair and the CEO; they then submit their CV and are invited to attend the next board meeting as an observer. Following that they are proposed at the next full board meeting. New Trustees are encouraged to access training to develop skills through Camden and through Voluntary Action Camden.

Monitoring the services
Monitoring has developed over the last four years in discussion with the commissioner for Camden. Camden Carers Centre use a range of ways of capturing outcomes which include:

- WHO 5 carers strain index
- Carers Star
- Questionnaires and feedback forms
- Surveys
- Hospital discharge evaluation/feedback forms
- Counselling tool; CORE evaluations
- Nutrition tool; MYCAW evaluations
- Case studies
- Individual carer correspondence; compliments, comments and complaints

The challenge is to use these effectively and develop the systems we currently have in.

Quality marks
We currently have PQASSO level 1 and Carers Trust Quality Mark. We are in the process of applying for PQASSO level 2 and are considering which other quality marks would be beneficial for the organisation.

Communication and publicity
Over the last four years we have increased our online presence, developing a new webpage, using Twitter, Facebook and increasing the number of carers contacted and corresponded with by email. Whilst doing this we have not forgotten that carers come from a range of backgrounds and skills and we need to continue to communicate in a range of ways.

Plans to use social media more effectively and have a more interactive website site are under consideration. Camden Carers Centre plays a role in educating professionals; we have groups of medical students, we facilitate social worker student placements and host nurses in addition to running training services.
Ms B, a single parent, was struggling to care for her teenage son who has learning difficulties and mental health problems. In the past Ms B often felt anxious and depressed, trying to manage daily life and her caring role; she would often book an activity at Camden Carers Centre but not turn up. However, she began attending our fortnightly Mindfulness sessions and became a regular. She says the techniques she learned made a real difference.

Ms B’s now able to engage with other activities we offer – particularly creative groups. She has joined some of our outings and our new group -“Making Friends with Anxiety” (run by the Counselling Coordinator). Ms B’s mood has lifted; she says she is cheerful, more balanced, and better able to cope.
Carers in the Borough registered with Camden Carers Centre

The other 18% of carers we support either work or study in the Borough or care for someone living in Camden.
This document was created with the input of extensive consultation taking place in 2016 with staff, trustees, volunteers, carers and other stakeholders. Below is a summary of the consultation and subsequent findings.

**Stakeholders Day - April 6th 2016**
Our many partners from across Camden joined us for a engagement event to share their expertise and ideas about the services we offer, and how best to identify and support carers throughout the Borough.

**Staff Away Day - July 20th 2016**
Staff and trustees came together to consider how to improve services, raise awareness of our work and to consider the direction of the organisation over the next three years.

**Carers, Staff and Volunteers, and Stakeholders Survey – May 2016**
Camden Carers Centre conducted a survey across the range of people involved with the organisation. These questions were presented in three different surveys – one survey for all carers registered at Camden Carers Centre, one for all staff and volunteers (including trustees), and one for external stakeholders. In total there were 396 responses in paper and electronic form.

**Carers Survey**
In total 325 carers completed the questionnaire. There was a diverse range of ages (as seen the chart below) and responses from more than 13 different self-identified ethnicities.

![Number of carers in each age range completing the survey](chart)

Carers were asked two questions, ‘what is most important to you’ and ‘which services help’, the results of which can be seen in charts 1 and 2. They were also asked to vote on a new mission statement for the organisation and asked if there was anything else they thought would be useful for Camden Carers Centre to know.
Staff and Volunteers Survey
In total 30 staff and volunteers (including trustees) at Camden Carers Centre completed this questionnaire, which was based on the carers’ survey (using the same categories), and asked ‘which services help carers’ and ‘what is most important to carers’. The results of which can be seen in charts 3 and 4. Staff and volunteers were also asked to identify any carers or groups of carers that Camden Carers Centre does not currently support. This formed the basis of Objective 4: Reaching hidden carers.

Stakeholders
In total 41 external stakeholders completed the questionnaire. This questionnaire was also based on the carers survey (using the same categories), and asked ‘which services help carers’ and ‘what is most important to carers’, the results of which can be seen in charts 5 and 6. Similarly to the staff and volunteer survey, stakeholders were also asked to identify any carers or groups of carers that Camden Carers Centre does not currently support. This formed the basis of Objective 4: Reaching hidden carers.
1. Carers: Which services help? (choose up to five)
325 responses

2. Carers: What is most important to you? (choose up to three)
325 responses
3. Staff and volunteers - including trustees: Which services help carers? (choose up to five)

- Information and advice
- Emotional support
- Counselling
- A Carers Assessment
- Taking regular breaks
- Time to talk with our staff
- Social groups
- Health checks
- Exercise classes
- Training to help you care
- Training as a carer to your GP
- Recognition
- Support for your whole family
- Nutritional advice
- A walking group
- Carers’ Voice meeting

30 responses

4. Staff and Volunteers - including trustees: What is most important to carers? (choose up to three)

- Their feelings and emotions
- Balancing work and/or study
- Their health
- Having a social life
- Managing finances
- Recognition
- Family relationships
- Managing to run their house
- Claiming benefit entitlements
- Shopping our services

30 responses
5. Stakeholders: which services helps carers? (choose up to five)
41 responses

6. Stakeholders: In your experience what is most important to carers? (please choose up to three)
41 responses
**Care Worker** A person who is employed to support or supervise people who are vulnerable and unwell. Not to be confused with a carer.

**Carer** A person who looks after or supports a family member or close friend that depends on them, and does so without being paid (although they may receive benefit entitlements).

**Carers Assessment** An opportunity for a carer to discuss their needs with the local authority or an organisation on behalf of the local authority as set out in the 2014 The Care Act. Local authorities have a legal duty to assess any carer who requests a carer’s assessment or appears to need one.

**Carers Trust** A national charity that works to improve support, services and recognition for carers as part of a UK wide network of independent partners. Camden Carers Centre is a partner of the Carers Trust network.

**CCC: Camden Carers Centre** A local charity formed in 1991 that supports carers who live, work or study, or the person they care for lives in the London Borough of Camden.

**CCS: Camden Carers Service** A joint partnership between Camden Carers Centre and Centre 404 created in 2013 and jointly funded by the local authority and Clinical Commissioning Group delivering services to carers in the Borough.

**CCG: Clinical Commissioning Group** Clinically-led statutory NHS bodies that are responsible for planning and commissioning health care services in their local area. NHS Camden Clinical Commissioning Group is Camden’s local CCG.

**Hidden Carer** A carer who does not receive any support in their caring role either because they are unaware of support available or they do not recognise themselves as a carer.

**LBC: London Borough of Camden** A local authority district in north west London served by the Camden Council.

**PQASSO (quality mark)** A leading quality standard developed for the voluntary sector, by the sector, aiming to help organisations run more effectively and efficiently.
Further information regarding carers can be found at the following local and national sources. Information from these sources have also informed this document.

**Camden Council** More information about carers collated by the local authority can be found on the Camden Council website. This includes analysis of carers from the 2011 national census: www.camden.gov.uk/theme/fc-sw2/ccm/content/social-care-and-health/health-in-camden/joint-strategic-needs-assessment-2012/chapter-21-carers/?page=2

**Carers Trust** A national charity that works to improve support, services and recognition for carers as part of a UK wide network of independent partners. Camden Carers Centre is a partner of the Carers Trust network: www.carers.org

**Carers UK** A national organisation which offers advice information and support, connects carers and campaigns for change: www.carersuk.org

**Kings Fund** An independent charity who work to improve health and care in England: www.kingsfund.org.uk and search ‘carers’


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**Thanks and Acknowledgements**

This document was a collaboration between many different people. We would like to thank everyone who took part in the surveys and consultations including:

Carers

External stakeholders

Camden Carers Centre staff

Camden Carers Centre trustees

Camden Carers Centre volunteers
## Organisation information

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<th>Charity/company name:</th>
<th>Camden Carers Centre</th>
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</thead>
<tbody>
<tr>
<td>CEO:</td>
<td>Allegra Lynch</td>
</tr>
<tr>
<td>Address:</td>
<td>Charlie Ratchford Centre, Belmont Street, London, NW1 8HF</td>
</tr>
<tr>
<td>Telephone number:</td>
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