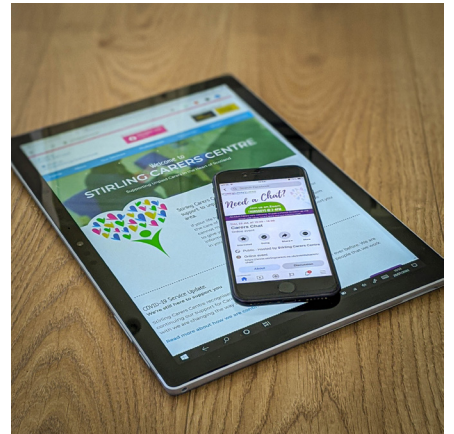


# Business Plan

2020-2025







Welcome to the Stirling Carers Centre (SCC) Business Plan spanning 2020-2025. Within it you will find what, I hope, is both useful and interesting information on how the Centre plans to fulfil its purpose of providing support and services to Unpaid Carers in a transparent, sustainable, and stable way across that period.

The experience and perspective of recent circumstances driven by COVID-19 bring that purpose into, perhaps, even sharper relief than normal. It's a source of great pride to SCC that the Centre has been, and continues to be, part of supporting the wellbeing of Unpaid Carers now and in the future. That continuous service provision is down to the hard work, adaptability and empathy of the staff and management of the Centre, and I, on behalf of the Board, would like to thank them all profusely. This plan stands on the foundation of those great people, and I look forward to

seeing their success and satisfaction as it is delivered. I'd like to extend a further thanks to all those involved and instrumental to producing it.

As we publish in early 2021, there is still a great deal of uncertainty in the broader landscape. I hope that SCC is one thing that bucks that trend and that you can be certain of in the dedication of the staff and the service and support provided by them.

Thank you for reading.



**David Khan**  
Chair of the  
Board of Directors

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**Note:**

This is an abridged version of our Business Plan. If you wish to view our full plan, which explains the Articles of the Strategic Intentions and Supporting Pillars in greater detail, please contact Stirling Carers Centre for a copy.

# Summary

SCC provides high-quality person-centred support services to a growing number of Unpaid Carers aged 7+ throughout the Stirling area (for purposes of this Plan, Unpaid Carers are herein Carers). We have around 3,300 Carers registered with us at present and this number is growing year-on-year. An estimated 10,000 Carers live in the Stirling area so we must continue to raise awareness and reach those most in need. Our Carers and stakeholders assure us that SCC remains a highly regarded and vital local health and social care service. We continue to reap the benefits of strong networks across sectors and enjoy positive relationships with our statutory and independent funders. The potential for SCC to build on these foundations are considered throughout this Plan.

However, we find ourselves in challenging times. We are dealing with increasing numbers of Carers accessing our services, and the pressure of doing more for less is straining our current resources. There is increased competition from like-services as the need for statutory and independent funding increases and the amounts available decrease. And

significant developments in digital technology forces us to think about how we deliver our services for the future. At the time of writing this Summary, the CoVID-19 pandemic looms large, changing the way we will all work in the future – what this future looks like is nevertheless considered in this Plan.

The next five years of this Plan involves operating in a landscape of constant change and financial and other challenges. However, we prefer to focus on the positive opportunities that may emerge from this if our focus on maintenance, sustainability and growth flourishes as planned. We must demonstrate flexibility and innovation through, for example, the way in which Carers access our services and develop new methods of delivery to maximise cost-effectiveness.

At any given point in the lifetime of this Business Plan we will be subject to socio-economic changes that may impact on SCC operations. In such instances we will update the contents of the Business Plan to reflect this, and in any case a formal update will occur annually. Our Business Plan is supported by the Operational

Plan, Business Continuity Plan, and the Communications, Fundraising & Volunteering Strategy, all of which are revised annually.

Overall, the Board and Centre are proud that this Plan demonstrates the need to protect, develop and grow our excellent services to Unpaid Carers, particularly as demand continues to increase. We must therefore ensure that SCC thrives long into the future, leaving a legacy of excellent outcomes for each of these unsung heroes.



### BOARD OF DIRECTORS

- |   |   |
|---|---|
| <b>Chair</b><br>David Khan  | <b>Vice Chair</b><br>Hilary Rawlinson         |
| <b>Treasurer</b><br>Joan Walsh  | <b>Secretary</b><br>Prof. Alasdair Rutherford |
| <b>Directors</b><br>Maureen Dryden · Alison Gee · Jack Perry<br>Vanessa Paynton · Mary Woolhead |   |

# Our Background and Purpose

The National Carer Organisations, the Scottish Government (National Carers Strategies), and the General Register Office for Scotland share this common definition of Unpaid Carers:

**“Unpaid Carers are people who provide unpaid care: giving help or support to family members, friends, neighbours or others because of long-term physical or mental ill-health or disability or problems relating to old age.”**

Stirling Carers Centre (SCC) was established in 1991 and originally known as Carers Forum Stirling Area until 1996, when we registered with OSCR and Companies House. SCC has continued to thrive and grow ever since. The Board of Directors now employs a CEO with responsibility for over twenty staff, a cohort of volunteers, and oversight of strategic and operational excellence in services delivery and development. The Board oversees the strategic direction of the organisation with the CEO and ensures fiduciary and governance compliance. SCC delivers and reports on its core services to Stirling Council and Clackmannanshire & Stirling Health and Social Care Partnership (HSCP), and to a diverse range of independent funders and donors for our other activities.

SCC remains part of a close network of around thirty local Carers Centres across Scotland. We collaborate with National Carers Organisations (Coalition of Carers in Scotland, Carers Scotland, Shared Care Scotland, Minority Ethnic Carers of People Project, the Scottish Young Carers Alliance, and The Carers Trust) to strengthen the voice of Scotland's Carers. We also work closely with local voluntary and statutory services. Our networks provide forums to share best practice, consult on policy briefings and legislation, and to link specialist resources.

We operate in a complex environment across various health and social care structures so keeping abreast of local, regional, and national issues is vital, particularly around policy and funding provision. However, we must highlight the The Carers (Scotland) Act 2016, which came into force on 1st April 2018. The introduction of Carer Support Plans identifies the need to provide person-centred support. The Act also defines the responsibility of local authorities to provide information and advice on Carer's rights, income maximisation, and emergency/future care planning along with advocacy, to improve the quality of life for Carers and help them live independently outside of their caring roles.



Our services align with the provisions of the Carers Act, and we will respond to any changes to it now and in the future. Our services are free and fully accessible to Carers aged 7+ across Stirling, with new registrations via self-referral or referral by one or more key partner organisations. All Carers receive an Adult Care Support Plan / Young Carers Statement, and regular reviews. We offer face-to-face, home-visiting or groupwork support sessions at our Centre or via community settings; various complementary therapies; peer-to-peer support; benefits and income maximisation; information, signposting and advocacy, and post-caring support. We also facilitate the Carers' Voice forum for Stirling and regularly evaluate our services with all Carers and partners.

We must ensure that SCC services align with the provision of the Carers Act and include Carers at the heart of everything we set out to achieve. We must be adaptable and open to the changes and challenges that lie ahead. We must remain prepared, resilient, and responsive to the unexpected events that threaten to halt our unstinting support to our Carers. Our Vision and Values offer all of us clarity, resilience, and focus.



# Our Vision

Our vision is that Unpaid Carers in the Stirling district are empowered and supported in their caring roles. Carers' voices will shape our services, and should feed into local and national policy and decision-making.

The SCC Business Plan 2020-25 details the ambitions within our Vision statement to ensure SCC continues to provide high-quality service offers to all Carers. We are the only organisation offering services targeted solely to Carers throughout Stirling. This Plan ensures that the design of our current core services and those we develop for the future continue to be shaped by the Carers we support. It sets out the ambitions of our Vision with full transparency on the details involved in achieving it. SCC will protect, develop and

grow its service offers; nurture its staff and volunteers; adapt to new technologies and innovate services design and delivery for Carers; improve its internal systems to improve reporting and compliance management and ensure accountable governance and management. The ambitions and outcomes listed in the sections below ultimately benefit our Unpaid Carers, who are rightfully placed at the heart of everything SCC aims to achieve in this Plan.

Across 2020-2025  
Stirling Carers Centre will  
deliver on **four Strategic  
Intentions** that rest on  
**four Supporting Pillars.**



# Our Values

These are at the heart of everything that SCC sets out to achieve to advance the everyday quality of life for Carers living and working across Stirling. Our Values are expressed in three clear ways across all our branding in our efforts to be:

## EMPOWERING

SCC believes in empowering Carers to fulfil their caring roles effectively, improve their wellbeing and everyday quality of life. We will empower Carers to know their rights and achieve equality within their wider communities.

## INCLUSIVE

SCC is inclusive of all Carers and we embrace diversity and equality of opportunity. We believe all Carers have a voice that must be heard and included in local and national decision-making processes, regardless of visible and invisible differences.

## ACCOUNTABLE

Carers have the right to hold SCC accountable for the quality and delivery of our services, and to seek transparency on any process. SCC will champion the rights of Carers and hold external agencies accountable on their behalf.

## STRATEGIC INTENTIONS

- SI.1 Deliver Excellent Services
- SI.2 Enhance Positive Partnerships
- SI.3 Influence Change
- SI.4 Improve Digital Development

## SUPPORTING PILLARS

- SP.1 Governance
- SP.2 Funding & Income
- SP.3 Staff & Volunteers
- SP.4 Brand & Communications

# Strategic Intention 1: DELIVER EXCELLENT SERVICES

## SI.1 DELIVER EXCELLENT SERVICES

We recognise the need to maintain excellence in service delivery and to deliver services to where they are required, meeting demand, and targeting resources to gain the best outcomes for Carers. Our core values are to be **Empowering, Inclusive & Accountable** and they benchmark the quality standards all our services must achieve for Carers.

Across 2020 – 2025 we will:

- 1.1 Empower all Carers to have a voice in our service design, quality, and development, and ensure continued excellence, by conducting one service evaluation in each year of this plan.
- 1.2 Increase the number of current and new Carers receiving Adult Carer Support Plans/Young Carers Statements by 5% in each year of this Plan.
- 1.3 Increase the number of current and new Carers receiving Carers' Plan Reviews by 5% in each year of this Plan.
- 1.4 Increase registrations of new Carers by 2.5% in each year of this Plan.
- 1.5 Offer in-person, telephone or virtual platform communication depending on which is most accessible to Carers considering location and affordability.
- 1.6 Offer more choice for Carers to attend through outreach services in places such as community hubs, libraries, and health centres.
- 1.7 Ensure SCC delivers on the core value to be inclusive by supporting more Carers from all communities and backgrounds by undertaking awareness initiatives once per quarter in each year of this Plan.
- 1.8 Embed a new case management system to increase efficiency at the front line of service delivery.

## BY THE END OF OUR 5-YEAR PLAN

SCC services will be informed by our Carers, and we will have registered a significant number of new Carers. We will have significantly increased the number of Carers receiving Support Plans and Reviews and our services will be offered in multiple ways, including community settings.



## Strategic Intention 2: **ENHANCE POSITIVE PARTNERSHIPS**

### **SI.2 ENHANCE POSITIVE PARTNERSHIPS**

We recognise that building effective and lasting partnerships is vital for excellent service delivery and to deliver on our core values to be **Empowering, Inclusive & Accountable**.

Across 2020 – 2025 we will:

- 2.1 Offer awareness raising and knowledge training options to local professionals working in health and social care bi-annually.
- 2.2 Host an annual stakeholder event to showcase SCC services.
- 2.3 Develop current partnerships across Stirling and Forth Valley with a wide variety of organisations in various sectors.
- 2.4 Seek new partnerships with local employers and business to raise awareness of unidentified Carers and to promote SCC charitable activities.
- 2.5 Work with other Carers Centres and National Carers Organisations to share best practice, common campaigning / canvassing, and collaborating wherever practical.
- 2.6 Enhance awareness of Carers' issues and rights with Carers, stakeholders, and the public throughout Stirling, and particularly during Carers Week.
- 2.7 Ensure Carers' representation on Integration Joint Board meetings to ensure Carers' voices continue to be heard across the sector.
- 2.8 Create alliances with the local Third Sector and Falkirk & Clackmannanshire Carers Centre and represent SCC at meetings, events, and strategic statutory groups in each year of this Plan.

### **BY THE END OF OUR 5-YEAR PLAN**

We will have significantly increased our partnerships with services across Forth Valley. Knowledge of SCC will have increased via new partnerships with local businesses, and our alliances with our statutory partners will be stronger than ever. These partnerships will increase awareness of Carers' rights across Stirling.



## Strategic Intention 3: **INFLUENCE CHANGE**

### **SI.3 INFLUENCE CHANGE**

We recognise that the ability to influence real change for Carers must come from the Carers themselves. Ensuring Carers' voices are heard across all sectors locally and nationally is key to influencing change in policy/legislation.

Across 2020 – 2025 we will:

- 3.1 Host one key stakeholder/partnership networking event annually to showcase SCC support services for Carers, thus influencing stronger connections and collaboration.
- 3.2 Sustain membership levels of Stirling Carers' Voice forum to a maximum of twenty to ensure strong, collective representation that welcomes the views and experiences of Carers of all ages and from all backgrounds.
- 3.3 Ensure SCC has a succession plan to encourage Carers to take an active participation on the Integration Joint Board meetings as the main Carers' Representative.
- 3.4 Ensure the voices of Young Carers are heard to inform SCC service design and delivery.
- 3.5 Work with Clackmannanshire & Stirling HSCP to support the reinstatement of the strategic implementation group to focus on the Carers (Scotland) Act 2016 and increase awareness of and knowledge of the rights and provision owed to Carers.
- 3.6 Attain a strong media profile locally by raising awareness of the daily realities faced by Carers and our work to support them.
- 3.7 Influence change at a high level via CEO engagement with a range of stakeholders and partners at local and national levels to highlight attention to SCC services and values.
- 3.8 Seek local elected members and members of Forth Valley Health Board to act as 'Champions' to the organisation and its beneficiaries.

### **BY THE END OF OUR 5-YEAR PLAN**

The ability to influence positive change for Carers will have increased significantly with national and local Statutory and Third Sector services across Stirling and Forth Valley.





## Strategic Intention 4: **IMPROVE DIGITAL DEVELOPMENT**

### **SI.4 IMPROVE DIGITAL DEVELOPMENT**

We recognise that the success of future service delivery and development lies in the ability of our staff and wider partners/ stakeholders to evolve with the new digital era. Accessibility to our services is key for Carers and developing adaptability to technology to enhance services for them keeps us in line with our core values to be **Empowering, Inclusive & Accountable**.

Across 2020 – 2025 we will:

- 4.1 Review the current digital and telephone services and use the findings to plan a multi-channelled service.
- 4.2 Develop and grow the offer of a multi-channel service and evaluate this annually.
- 4.3 Develop a multi-channel service to increase a variety of group work activities, including peer support, one-to-one or small group therapy, social interactions, and themed advice and information sessions.
- 4.4 Develop ways in which Carers without digital access can engage fully with SCC services, and ensure that our service has a strong balance of face-to-face support and personal contact, as preferred by many Carers.
- 4.5 Ensure staff and volunteers have in-house training in digital skills to be able to deliver multi-channel services.
- 4.6 Assess the viability of the current IT supplier to ensure we have the capability to offer services that will improve outcomes for all Carers.

### **BY THE END OF OUR 5-YEAR PLAN**

Digital development will be ingrained in SCC services design, delivery, and development. Through continuous training on the latest digital and technological developments, staff and volunteers will be confident in applying this to support Carers.



# Supporting Pillar 1: **GOVERNANCE**

## **SP.1 GOVERNANCE**

The SCC Board of Directors provides robust governance and accountability for the CEO pertaining to the day-to-day management of the organisation and the performance measures in this Plan, and expounds our core values to be **Empowering, Inclusive & Accountable** to our stakeholders and Carers.

Across 2020 – 2025 we will:

- 1.1 Hold bi-monthly Board/CEO meetings to discuss performance against the measures in this Plan and to ensure the CEO meets all organisational, funding and finance compliances.
- 1.2 Develop an annual Board Strategy Day led by the Chair.
- 1.3 Disclosure-check all Board Directors within 6 weeks of appointment in line with Adult and Child safeguarding and policy following successful recruitment.
- 1.4 Ensure the Finance Sub Committee is appropriately attended by the Board and CEO for the robust scrutiny of financial information and reporting.
- 1.5 Identify potential business efficiencies/savings.
- 1.6 Produce a timely set of externally audited accounts led by the CEO and signed off by the Board.
- 1.7 Ensure governance compliances to OSCR and Companies House are met.
- 1.8 Develop our services and report this annually across all documents.
- 1.9 Modernise the current SCC Articles of Association, including succession planning, length of service reviews and Board appraisals.
- 1.10 Align SCC with environmentally-friendly policies, systems, and processes.

## **BY THE END OF OUR 5-YEAR PLAN**

SCC will continue to nurture robust risk and compliance systems across the organisation, with succession planning and modern governance in place via new, modern Articles fit for the years beyond this Plan.



## Supporting Pillar 2: **FUNDING & INCOME**

### **SP.2 FUNDING & INCOME**

We recognise that appropriate funding and income is critical to the success of our organisation, and therefore the sustainability and diversification of such must be sought. We will never compromise our core values to be **Empowering, Inclusive & Accountable** to gain funding or income.

Across 2020 – 2025 we will:

- 2.1 Work closely with statutory partners and independent funders ensuring that SCC remains accountable via the submission of quality bids, timely reports and impact studies.
- 2.2 Produce a pipeline of collaborative partnership bids to enhance our chances of attracting funding for continuing and innovative new services and projects.
- 2.3 Raise awareness of our services to a growing number of independent funders via production of regular communications updates and reports.
- 2.4 Develop a strategic Business Pipeline to ensure the submission of responsive and relevant funding/tender bids, and the tracking of applications/tenders.
- 2.5 Develop a full cost recovery model and apply consistently to all bids.
- 2.6 Develop staff and volunteer awareness of the potential of fundraising for SCC, such as promoting the benefits of partaking in the annual Kiltwalk. This will ensure that local fundraising opportunities are highlighted, attracting new volunteers.

### **BY THE END OF OUR 5-YEAR PLAN**

We will have continued to draw on the support of statutory and independent funders and donors. Our local business and communities will support SCC with fundraising, and we will have grown a robust Business Pipeline that ensures our income diversification strategy is realised.



## Supporting Pillar 3: **STAFF & VOLUNTEERS**

### **SP.3 STAFF & VOLUNTEERS**

We recognise staff and volunteers are our most valuable assets, and we must take pride and care to continue to be a trusted and ethical employer. We will never compromise our core values to be **Empowering, Inclusive & Accountable**, as we will always strive to employ and develop our staff and volunteers to achieve the best outcome for Carers.

Across 2020 – 2025 we will:

- 3.1 Undertake Disclosure checks and reviews of all staff and volunteers within 6 weeks of appointment.
- 3.2 Ensure a fair, equal, and inclusive recruitment process for all staff and volunteers.
- 3.3 Ensure that all policies and procedures relating to staff and volunteers are revised annually.
- 3.4 Revise staff contracts and terms & conditions and review these annually.
- 3.5 Embed monthly KPIs reporting for all SCC staff to instil a performance management culture and continuous improvement ethos.
- 3.6 Ensure every staff member receives an annual appraisal as a core part of their professional training and development.
- 3.7 Develop annual training action plans no later than one month after each formal appraisal so that staff can maintain the high standards expected in health and social care services.
- 3.8 Develop a strategy including policies, processes, recruitment, and training, to grow a cohort of volunteers to complement our core service delivery and development, and potentially assist with many more practical and pastoral aspects of supporting Carers, as well as support wider community fundraising and raising awareness initiatives.

### **BY THE END OF OUR 5-YEAR PLAN**

Our staff and volunteers will have enhanced terms and conditions, and better professional training and development opportunities. Our staff and volunteers will become highly skilled and a continuous improvement and performance-based culture will be embedded fully.





## Supporting Pillar 4: **BRAND & COMMUNICATIONS**

### **SP.4 BRAND & COMMUNICATIONS**

The SCC brand is an asset. We believe it should be protected and that by building our brand we can provide greater support to Carers throughout Stirling. Our brand is a quality mark of our service excellence and to Carers it represents our core values to be **Empowering, Inclusive & Accountable.**

Across 2020 – 2025 we will:

- 4.1 Create a new tagline in the current SCC logo that showcases our three core values, Accountable, Empowering & Inclusive, ensuring this is consistent across all materials and platforms.
- 4.2 Develop our website, online social media platforms, and all SCC materials for brand consistency across our services.
- 4.3 Raise the visibility of SCC via the full range of media to a range of stakeholders to help identify Carers not yet registered with our Centre.
- 4.4 Develop a new accessible bi-annual magazine for Carers and professionals covering all SCC services.
- 4.5 Ensure the SCC Board, staff/volunteers, and stakeholders can utilise our brand effectively, accurately and with confidence by developing a SCC Branding & Media Guide.
- 4.6 Ensure the correct SCC branding is displayed by external partners and funders in line with current brand guidelines.

### **BY THE END OF OUR 5-YEAR PLAN**

The SCC brand will have grown and developed significantly, continuing to be a brand strongly identified with the community of Carers SCC supports in its Vision and Values.



# Key Statistics

- **According to Carers UK, 1 in 8 adults (around 6.5 million people) are Carers in the UK.**
- Every day another 6,000 people take on a caring responsibility – that equals over 2 million people each year.
- 58% of Carers are women and 42% are men.
- 1.3 million people provide over 50 hours of care per week.
- Over 1 million people care for more than one person.
- As of 2019 there could be as many as 8.8 million adult Carers in the UK.
  
- **Carers save the economy £132 billion per year, an average of £19,336 per Carer.**
- 5 million people in the UK are juggling caring responsibilities with work - that is 1 in 7 of our total workforce.
- However, the significant demands of caring mean that 600 people give up work every day to care for an older or disabled relative.
- Carer's Allowance is the main Carer's benefit and is £66.15 for a minimum of 35 hours, the lowest benefit of its kind.
  
- **People providing high levels of care are twice as likely to be permanently sick or disabled**
- 72% of carers responding to Carers UK's State of Caring 2018 Survey said they had suffered mental ill health because of caring.
- 61% said they had suffered physical ill health because of caring.
- 8 in 10 people caring for loved ones say they have felt lonely or socially isolated.

*(Stats taken from Carers UK website, at <https://www.carersuk.org/news-and-campaigns/press-releases/facts-and-figures>)*

# Awards & Accreditations





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