

## 1. INTRODUCTION

The purpose of this paper is to set out Shared Care Scotland's key priorities between 2017-20 which cover all areas of activity for the organisation. These priorities are informed by our purpose statement which is provided in section 2 below, past activity and achievements summarised in sections 3 & 4, and by our strategic outcomes which are listed in section 5.

## 2. PURPOSE STATEMENT

Shared Care Scotland works to improve short breaks and respite care provision across Scotland for the benefit of all unpaid carers and care recipients. With over 20 years' experience we aim to play a leading role in promoting and supporting better breaks for all.

### **Shared Care Scotland's Mission is:**

To improve the quality, choice and availability of short breaks and respite care throughout Scotland.

### **Our Vision is:**

A Scotland where everyone who receives or provides unpaid care can live a full and satisfying life, with the assistance they need to take regular, quality breaks from the everyday demands of their caring routines.

### **Our Aim is:**

To be the organisation that people turn to when seeking information and assistance on all matters related to short breaks policy and practice development in Scotland.

### **The Objectives of Shared Care Scotland are:**

- To improve short breaks policy and practice at all levels through collaborative effort
- To provide accessible, up-to-date information and advice about short breaks
- To advance good practice through research, knowledge exchange and service development

- To provide opportunities and fora to share experiences, ideas and be creative

### **Values**

We are committed to operating in ways which are:

- Supportive
- Positive
- Collaborative
- Creative
- Enabling
- Ambitious

### **Our Services include:**

- General information and advice on all matters relating to short break services
- An online and telephone enquiry service to help carers and service users find short break and respite services that best match their needs
- Events, networks, publications and learning resources to share knowledge, experience and successful practice
- Commissioning and contributing to research to improve policy and practice
- Management of the Scottish Government's third sector Short Breaks Fund
- Development of the Respite project working with Scotland's hospitality sector to provide breaks for carers



### 3. ACHIEVEMENTS

Over the last 3-years our achievements have included:

- +40,000 carer breaks delivered through the Short Breaks Fund
- £11.2m of funding distributed to support third sector short break providers to help them develop and extend their services
- +90 events and learning exchange workshops held throughout Scotland to promote and disseminate good practice. 95-100% Good/Excellent 'Value for Time' rating.
- 3 Action Learning Set programmes planned and delivered with new tools and resources developed including: Consultation Toolkit, Evaluation Toolkit, Unit Cost Calculator & Sustainability Guide
- 3 national conferences delivered
- 1 international (ISBA) conference delivered with 300 delegates from 18 countries
- 4 websites developed:
  - [sharedcarescotland.org.uk](http://sharedcarescotland.org.uk)
  - [shortbreakstories.org.uk](http://shortbreakstories.org.uk)
  - [shortbreaktoolkits.org.uk](http://shortbreaktoolkits.org.uk)
  - [sharedcarescotland.org.uk/respitivity](http://sharedcarescotland.org.uk/respitivity)
- 103% increase in website visitors in past 12 months
- 420 short breaks services added to our new national online service directory
- Respitivity established in 10 areas of Scotland, supporting 771 carers and their companions with donated breaks valued at £43,229
- +700 enquirers helped via our telephone support service with 100% saying they would recommend our service to others
- 2,300 Twitter followers
- Evidence based contributions to new carers' legislation which has led to a new duty on local authorities to publish short break services statements, and greater

prominence of breaks from caring in carer support planning.

### 4. EVIDENCE

#### Short Breaks Fund

"One of the things that came through most strongly in terms of the impact that the fund has had on the organisations it funds, is in encouraging and enabling creativity and innovation. Whilst other funders and funding sources will provide funding for provision that is proven to work, the short breaks fund allowed organisations to experiment with new and untested services and models of delivery. It has helped the sector to think more creatively about how they can best meet the needs of their clients and what provision is required to do it." (Source: Bright Purpose, Programme Review of Short Breaks Fund)

#### Conferences & events

"I can't pin any one thing down. It was all exceptional but the attention to detail was a standout and the little touches that really made the time connected and personal, which is hard with so many delegates, were above and beyond expectation. It was all perfect."

"This conference has made me a better person!"

"First day back at work after ISBA. I feel like I'm starting a new job."

"Just to say thank you for the day. I now work with Highland SDS team and found conference inspiring for my work."

"This was an excellent conference - as a regular conference attender (Children in Scotland just the day prior to this, CiPD the week before etc.) the conference kept me alert and motivated to the very end.....I was there until after 6pm networking!"

"As a result of attending this event, I intend to press for progress and action on the Short Breaks work programme identified within the East Lothian IJB Strategic Plan (I am the Carer

rep on the IJB) and will use work in Moray as an exemplar. I will also ensure that IJB Members know of requirement to prepare and publish a short breaks statement.”

“Short Breaks aren't just about providing a break for unpaid carers, but are about helping people to re-engage and providing more than one outcome. As a follow-up to today, I would like to explore more about case studies which show more holistic approaches.”

### **Respite**

“It's been great to go from no Respite in Angus to actually having an established project. It's been exciting and meaningful piece of work for volunteers to be involved in. Their input has been invaluable as has the work done by Gill Brittle - reassuring knowing she is at the other end!”

“Respite is a new, exciting and cost-effective way of helping and encouraging carers to take a break which leads to good, positive outcomes for carers. It is very helpful to have the support that is offered through Shared Care Scotland in implementing this project.”

### **Information Services**

“I can only thank you for everything you all have done, not just for me but for everybody else in my family. To have taken the time to listen and guide me has been such a relief to know that I had someone at the other end for this support, and had it not been for that I don't think I would be actively taken your advice and get the help I need.”

“Thank you so much for all your hard work. You were the one person (out of many I phoned) who was positive and was able to source information to help me. I really appreciate that.”

“I now live in England but became aware of the services provided some time ago, I was extremely impressed both by the personal service provided and by the lovely way in which my needs were met, I felt humbled and

as a Scot very proud of the staff. I will promote the service to all whom require help on a visit to Scotland. There are similar services here but please believe me not a patch on Shared Care Scotland. Everyone gave 110% like gold dust - highly valued & very precious.”

Our E bulletins are routinely circulated to over 1,500 people across a range of organisations operating throughout Scotland and our open rate is between 26-31% which is well above the voluntary sector average of 19%.

### **Action Learning Sets**

“Involvement in the Action Learning Set provided a framework within which to assess long term sustainability of the service. It prompted us to review the model of delivery and costs, to review client feedback and outcomes, to research alternative approaches.”

“Sustainability will remain high on our agenda as sustainability action plans have been developed for the organisation and for each area of the service and will now be used as the basis for appraisals and planning the year ahead.”

“We have become more flexible in our thinking about what people want and need from a short break.”

## 5. 2017-20 PRIORITIES

### Strategic Outcomes

Our work over the next 3-years will focus on the following key outcomes:

- Carers have a greater understanding of their rights to be supported in their caring role through short breaks
- Carers and those they support have a greater understanding about what Short Break options are available to them
- Short break providers are better able to offer people greater choice and flexibility of provision
- Short break providers are more confident in their sustainability and resilience in the face of changing expectations and models of funding
- Policy makers and those responsible for planning and commissioning provision have improved access to the current best evidence on what works

These connect to the Scottish Government's National Outcomes:

- Scotland's carers and young carers are better supported on a more consistent basis so that they can continue to care, if they so wish, in good health and to have a life outside caring.
- People who provide unpaid care are supported to look after their own health and well-being, including to reduce any negative impact on their caring role on their own health and well-being

*Further detail on the relationship between our purpose, activities and outcomes can be found in our Strategic Outcomes Framework.*

### Rationale

By promoting and supporting the continued development of short break policy, practice and service development we believe we contribute to the strengthening of caring relationships, and the health and wellbeing of carers, care recipients and their families. We believe access to regular, appropriate breaks,

as part of an overall package of support, prevents unnecessary admissions to hospital and maintains the balance of care in the community. With new carer support duties and a greater prominence for short breaks in local planning, we believe Shared Care Scotland has a key role to play over the next 3-years and beyond in helping local authorities and their partners to meet their new responsibilities.

We believe there are a number of challenges to be overcome:

The lack of opportunities for carers to have more choice and control over their breaks from caring, despite the introduction of self-directed support

- Difficulties accessing information about short breaks
- A lack of flexibility around the terms of the break with many people reporting that services do not meet their particular needs or circumstances
- A lack of creativity in the provision of breaks and joined-up development of practice and support
- Pressure on public funding leading to greater 'rationing' of statutory provision
- Pressure on providers transitioning to self-directed support models of funding
- Inconsistency of policy and practice across Scotland

### Activities

We will work to overcome these challenges and achieve our outcomes through:

- Our national online information service and telephone enquiry service which will enable people to be more informed about what short break services are available and how to access these
- Our management and development of the Time to Live grant funding and Respite programme through which we will be able to test alternative forms of short breaks

and demonstrate creative and cost effective approaches to developing choice

- Our campaign work which will promote the importance of breaks and the role breaks play in sustaining the health and wellbeing of carers and care recipients
- Management of the Short Breaks Fund which will help third sector providers to extend and develop their services to enable more carers to access breaks. We will also work with funded projects to capture and disseminate learning and emerging good practice
- Our events and learning exchange programme which aims to support local authorities, integration authorities and other delivery partners to be more confident and equipped to implement evidence-based short breaks policy and practice
- Our practitioner networks which will help local authorities to understand and implement their duties under the Carers (Scotland) Act 2016, particularly in relation to developing short break statements and promoting choice
- Training in the use our consultation and evaluation toolkits to help short break providers become more successful at engaging with care recipients and carers in the design and development of their services, and measuring impact
- Our recently published Sustainability Guide (Short Breaks for the Long Term) and programme of sustainability workshops which will assist providers to strategically review their sustainability and resilience in the face of changing expectations and funding, and to take necessary steps to strengthen their delivery models
- Our focus on developing research which will ensure that Shared Care Scotland's contributions to policy and practice development are informed by the best contemporary evidence available

In addition, our work also aims to support strong, resilient and supportive communities. We believe this will continue to be an important focus for our work. The tightening of local authority eligibility criteria restricting access to short breaks to those in the greatest need will necessitate more creative use of wider community resources and natural supports. Supporting the development of community-based supports, helping to improve the inclusivity and accessibility of universal services, developing new opportunities through corporate social responsibility initiatives (e.g. Respite), facilitating joint working and knowledge exchange are all ways we believe we can help make a difference.

#### **Development Work**

Over the next 3-years we will:

- Undertake a full analysis of our different stakeholders to assess their interests and how these interests impact on our mission and vision
- Develop a new Communications Strategy that ensures our services are reaching the widest audience, and supporting our mission and vision
- Review and refresh the Shared Care Scotland 'brand' to ensure it is representative of our mission, vision and values
- Expand the reach of our learning exchange programme and networks to help build local confidence and capacity to meet new challenges
- Support local authorities with the development of their local short breaks strategies and short break services statements
- Work with government and other stakeholders to agree a vision and plan for the next phase of development of the Short Breaks Fund
- Establish the Respite programme in at least 20 local authority areas across Scotland

- Co-lead the establishment of a UK-wide Short Breaks Research and Practice Development Group to address gaps and shortcomings in short breaks research, and to strengthen the evidence base to support future planning and practice development
- Recruit new Board Directors that bring different skills, knowledge and perspectives to our work

## 6. RESOURCING

We expect to take this work forward with a combination of core and project funding from Scottish Government. However we may need to seek other sources of funding to commission research work, and possibly in relation to testing new models of provision, and developing our service directory.

The main areas of core expenditure over the next 3 years will be staffing and office costs, with some expenditure too for our key communications and learning events. The core funding enables us to provide our events and services free of charge, or at a much subsidised rate, which makes us accessible to individuals and organisations that might be facing their own financial challenges.

We have a reputation for ‘punching above our weight’ and this reflects both the effective and efficient manner in which we carry out our business.

However, as a relatively small intermediary organisation our ability to generate income through the selling of services is limited. Our fundraising activity is largely directed at grant making trusts and other sources for any project related costs. We will, where the criteria permits, include core or full cost recovery figure in our funding applications.

We are a small organisation but with a unique national remit and, we believe, an increasingly important role. The quality of our work and reputation we hope demonstrate that we provide excellent value for money.

## 7. OPERATIONAL & STAFF STRUCTURE

Shared Care Scotland’s work is organised into the following activity areas:

### Communications & Information Services

- Aim: To increase all key stakeholders’ access to relevant, timely and accurate information about short breaks for unpaid carers, and about the role that SCS plays in supporting short break provision in Scotland
- Key areas of work: OSBIS development; enquiry & information services; alliances & partnerships; membership; organisational brand, marketing & stakeholder communications, policy & public affairs work

### Short Breaks Fund

- Aim: To maximise the positive impact of the Short Breaks Fund for carers and cared for people, grant holder organisations, and other key stakeholders, through the efficient and effective operation of our funding programmes
- Key areas of work: grant cycle & relationship mgmt.; monitoring, evaluation & reporting; grant holder capacity building; commissioning LX activities

### Evidence & Learning

- Aim: To produce high quality Short Breaks Fund programme evaluations that provide a robust evidence of the impact of the Fund on end beneficiaries, grant holder organisations, and other stakeholders involved in short breaks policy and practice
- Key areas of work: contribute to the strategic development of the SBF through targeted research and analysis; identify and curate good practice & innovation amongst SBF grant holders through research, learning & networking events and case management; contribute to Shared Care Scotland’s wider engagement and learning support activities

**Respite**

- Aim: To increase carers' access to personalised short breaks through the development of Respite schemes across Scotland
- Key areas of work: development & support activities; monitoring, evaluation & reporting; relationship development & management; promotion & communication

**Operational Support**

- Aim: To maximise the impact delivered by Shared Care Scotland, through the effective and efficient use of resources available
- Key areas of work: budget & financial monitoring office systems & policies, working environs, IT support, information management, health and safety

**Governance & Strategic Direction**

- Aim: To provide Shared Care Scotland with effective leadership and direction and monitor progress against our mission, vision, and outcomes
- Key areas of work: governance; strategy & organisational development; financial accountability; risk management

SHARED CARE SCOTLAND: STRATEGIC PRIORITIES 2017-20

