



CARER SUPPORT WILTSHIRE

STRATEGY 2021-2024 AND BUSINESS PLAN 2021-22

Introduction

Carer Support Wiltshire is a local charity supporting unpaid carers in Wiltshire, which also incorporates Carer Support Dorset, the leading carer charity in Dorset.

A carer is anyone who cares, unpaid, for a friend or family member who could not manage without their support. They might look after someone with a physical disability, long term health condition, mental health issue or problem with substance misuse. The person they care for might be a parent, partner or child.

We help carers of all ages by listening and meeting needs, providing information and signposting to services that can help their unique situation. We also give carers a voice, so that their experiences can be considered when policies are made and services are planned. We raise awareness of the issues around caring so that we can reach as many carers as possible in the county and normalise caring so that carers feel less alone and educate communities, including on how they can support the carers among them. Our aim is to create carer friendly communities where carers are recognised, valued and supported.

Carer Support Wiltshire's services cover the whole of Wiltshire (excluding Swindon). Carer Support Wiltshire is also the umbrella organisation for Carer Support Dorset (as from November 2019), which is the leading carer organisation for Dorset. We are a network partner of the Carers Trust – the leading national charity for carers in the UK.

The majority of our funding is provided through contract with Wiltshire and Dorset Councils and NHS Wiltshire and Dorset Clinical Commissioning Groups.

We also apply for grants and receive donations from town councils, foundations, trusts and individuals. We run fundraising campaigns and activities, including our Time for Carers appeal, which raises funds specifically to pay for breaks for carers and which raised just under £30,000 in 2020/21.

Useful statistics and information

There are over 47,500 carers in Wiltshire (2011 Census), about a tenth of the population. Over 11,000 are registered with Carer Support Wiltshire. Dorset has an estimated 44,000 carers and just over 2,000 are registered with Carer Support Dorset.

3 in 5 people will be carers at some point in their lives, looking after family or friends who are older, disabled or seriously ill.

The value of unpaid care to the economy was estimated in 2015 to be £132bn every year, the cost of a second NHS. The value is growing; this figure is 7% higher than the figure for 2011 because carers are providing more hours of care and the hourly cost of paid home care has risen.

Over 9,000 people in Wiltshire provide 50 or more hours of unpaid care a week. This is likely to have increased during the Covid-19 crisis. Research from Carers UK showed that 70% of carers in the UK are having to provide more care for their loved ones since the pandemic started. A third of them (35%) are providing more care because their local care and support services have been reduced or closed.

Nearly 1 in 8 employees are carers and close to 70% of carers have quit work or reduced their hours due to the stress of juggling work with care.

8 out of 10 (81%) of carers have felt lonely or socially isolated as a result of their caring role.

Young adult carers (16 - 25 years old) are twice as likely to be not in employment, education or training (NEET) than their peers.

Our services

Carer Support Wiltshire

Website and helpline: Carers can find information from our website or helpline and register with us online or over the phone. Many carers are referred to us by their GP surgery. An 'initial assessment' is the first step, where we ask a series of questions that enable us to offer bespoke advice to the carer. This can include signposting to relevant organisations, such as Citizens Advice or condition-specific organisations such as Alzheimer's Support. Registering with us gives carers access to our monthly email newsletter, bi-annual postal newsletter and What's On guide, carer cafés and support groups, pampering sessions, one-to-one befriending support and other services that might be appropriate to their circumstances, such as counselling.

Where a carer has needs that are eligible, we will also undertake a full Carer Assessment, through which a direct payment or service may be provided by the local authority.

Outreach: Our Community Connector team work out in the community, making links with local organisations and businesses and supporting carers. They run carer clinics at GP surgeries. We have Health and Communities workers who work to raise awareness of carers in local and acute hospitals, GP practices and social care. They provide carer awareness training and give informal talks. We run a GP Investors in Carers scheme, which standardises the services offered to carers by GPs and recognises best practice by surgeries.

Carers Emergency Card: This is a free card that offers peace of mind and reassurance that things will be taken care of in case of accident and emergency. The card is available to all carers aged 18 and over and provides carers with a 24/7 call centre contact number and PIN.

Public awareness: We have excellent relationships with local press and radio and they regularly cover stories around carer issues. We aim to engage the carers in Wiltshire who aren't registered with us and ensure they know we are here to support them.

Carer involvement: We enable carers to contribute their experiences and views to shaping service planning and development. CSW works with the Wiltshire Carer Involvement Group (WCIG) – now called Wiltshire Carers Forum - and the Wiltshire Carer Action Group (WCAG).

Our **Young Adult Carer (YAC)** project supports carers from the age of 18 -25 particularly those who are not in education, employment or funding. We have a dedicated website called YACbook, a support team and also Transition Assessment Workers working with those aged 16-17.

Young Carers: We work with partners such as Youth Action Wiltshire, and the Young Carers Teams in both Dorset and Wiltshire, to increase awareness of the needs of young carers, including working

with Schools and Colleges. We offer one to one support, activities and breaks to young carers aged 5 and above, and support young carers aged 16 and 17 transitioning to adulthood.

Volunteers are so vital to all our services and help us to deliver wellbeing calls to vulnerable carers, Talk and Support befriending calls to alleviate loneliness, complementary therapies, carer cafés and much more. We have volunteers who work within the hospitals at Carer Hubs and also carrying out fundraising, admin and ambassador positions.

Courage to Care supports carers in Armed Forces families. The programme identifies carers and their families among the Services and offers support via a network of trained carer support officer and volunteers within the military community.

Carer Support Dorset

Website and helpline: Carer Support Dorset was launched on 21st November 2019 on Carers Rights Day. It is the lead organisation for carers in Dorset and offers a one-stop shop for information, advice and guidance through a telephone line and online resources.

Public awareness: Press coverage to date includes with Lyme Online, Dorset Business News and BBC Solent. Carer Support Dorset are also active on social media and engaging carers through these channels.

Young carers: Carer Support Dorset support carers of all ages and have attended schools to raise awareness of young carers among teaching staff and pupils and let young carers know where they can access help.

Communications: Carers are communicated to regularly via email newsletters and regular printed newsletters (which increased in regularity at the start of the Covid-19 pandemic).

Here to Talk helps to reduce isolation for unpaid carers with a simple, weekly phone call. A Here to Talk volunteer provides a friendly voice and a listening ear to hear concerns and lift spirits.

Carers Card: The Dorset Carers Card gives access to discounts across Dorset, including with cafés, shops and attractions. On the reverse of the card is space for emergency contact details, so people know who to contact in the event of an emergency.

Survey results

An integral part of the process of developing Carer Support Wiltshire's strategy was to ask carers for their opinions on the services and support we offer, particularly taking into account new services that were provided during the Covid-19 pandemic.

Below are results from surveys conducted with carers registered with both Carer Support Wiltshire and Carer Support Dorset, along with those of staff and volunteers, which helped inform and shape our Theory of Change with its strategic objectives.

Views were requested during the summer of 2020, which was a few months into a year marked by two lockdowns due to Covid-19. Face-to-face services for carers ceased in March 2020 and new telephone and virtual service offerings were started.

Carers

Carer Support Dorset

765 carers mailed, and 1,444 emailed. 279 responses: 203 online and 78 postal.

The regular flow of information was noted by carers – during the first lockdown, weekly print/e-newsletters were much valued.

Of the old and the new services, which services should we continue or develop? Why?

Responses endorsed the services put in place to respond to:

The most popular service amongst carers was the information and advice service with 78%. The Carers Card was also popular with 75%.

Virtual Cuppas 25%, Training for Carers 47%, Carer involvement 44% and Here to Talk/befriending 48% were less popular.

(Note the service is not commissioned to offer face to face services)

The regular flow of information is noted by carers – during the first lockdown, there were weekly print/e-newsletters that were valued.

For services we have had to pause, which should we resume? Why?

None were paused.

Which services should we stop? Why?

None.

What should we develop?

Four services suggested scored over 80% with carers:

- Carer ID Card (89%)
- Services aimed at specific groups of carers (84%)
- Community based support (84%)
- Access to support in GP surgeries (83%)

Which groups of carers do you think have benefited? Why?

Carers with internet access who can access virtual services provided.

Which groups of carers do with think are disadvantaged? Why?

Carers without internet access who could not access virtual services provided.

Responses show a level of confusion and lack of understanding as to the services CSD provides. E.g. support for people affected by Alzheimer's, social care.

Other comments

A general view that access to benefits advice, community based support and specialist services are important.

Some carers wanted more training.

Responses show some confusion as to whether carers think they are commenting on services from Carer Support Dorset or provided by Adult Social care.

Carer Support Wiltshire

4,000 carers mailed and 2,668 carers emailed. 292 responses: 201 postal and 93 online.

Of the old and the new services, which services should we continue or develop? Why?

Broad endorsement of Carer Support Wiltshire (CSW) services put in place to respond to Covid-19, showing carers value information and advice, face to face support groups and cafés, peer support, counselling and 'talk & support' services.

For services we have had to pause, which should we resume? Why?

Face to face carers cafés, support and other groups.

Which services should we stop? Why?

Some carers felt virtual services should not continue, but there is no clear message.

What should we be doing differently? Why? (action)

Out of hours – some interest was shown in this from working carers, but there was no specific question on this. (Need to learn more, to gauge needs for broadening accessibility. To date, very little activity on out of hours lines apart from voicemail and websites).

More frequent print newsletters. (Print newsletters are twice a year in - seek funds to produce and print more).

Some carers did not know about our services. (Need to check how carers are informed about services at each stage – possibly carers have been informed but perhaps it was the wrong time to be told.)

Which groups of carers do you think have benefited? Why?

Carers with internet access who can access virtual services but not face to face.

Which groups of carers do with think are disadvantaged? Why?

Carers who prefer face to face/need face to face communication – perhaps because of hearing impairment) or who are socially isolated.

Other comments

It was clear from responses that some carers do not know about our services, indicating the need to check how carers are informed about services at each stage – possibly carers have been informed but perhaps it was the wrong time to be told.

A number of carers commented they had left messages and that we don't call back – some responses showed there is some confusion between us and Adult Social care, when a carer thinks it's Carer Support Wiltshire they have been in touch with, but it was not.

Staff

Observations about our services, reflecting on Covid-related changes to services were that we should:

- Work towards a combination of resuming previous face to face contact and virtual/telephone
- Continue expanded Talk and Support / Here to Talk Services
- Continue counselling
- Continue Welfare Calls
- Address inequality in relation to carers and digital access to support

Other observations and suggestions

- Review how we use data, evaluate our work and its impact
- Develop a People Strategy for staff and volunteers
- Carer Voice - including campaigning and policy influence regionally and nationally (finances, working carers, cost of care)
- Develop support for groups carers unable to access our usual offer (e.g working carers, bereaved carers, minority groups)
- Expand carer awareness beyond hospitals (e.g. pharmacies)
- Review the way we offer groups/ cafés/peer to peer support
- Offer direct services (e.g. respite, financial assistance and advice)

A significant number of staff indicated that in future, a strong emphasis is needed on data – to review how it is used, how we evaluate our work and its impact.

Volunteers

All current volunteers were surveyed by the Volunteer Manager.

Of the old and the new services, which services should we continue or develop? Why?

Volunteers felt that craft sessions in particular, short topic focused classes such as cookery and art would help to stimulate and develop new interests.

There was a lot of interest in progressing the virtual offer for carers:

- ‘Virtual offerings need to continue to be developed. CSW needs to move with the times on this and open it up.’
- ‘Help those digitally excluded who would like to acquire the necessary equipment and skills.’

There were also suggestions that we organise outdoor activities and continuing talk and support services featured a lot.

For services we have had to pause, which should we resume? Why?

Carer cafés and groups restarting was the main thread of all suggestions

Which services should we stop? Why?

“None, they all serve their purpose in assisting and helping carers to manage their role. Some things work for some and other things work for others. We are all individuals and should be treated as such having the choice to access what we need.”

What should we be doing differently? Why?

There were suggestions that volunteers be included in email or letter communications with carers so they are aware of what is going on

- Extending telephone answering outside of office hours
- Engaging with carers at evening and weekends
- Telephone conferencing for carers who want to access a group activity without the video
- Offering bespoke services to fit individual carers
- Ring Central as a platform was considered too complicated and joining a virtual group or café had too many steps.

Which groups of carers do you think have benefited? Why?

- Carers have enjoyed telephone chats but it would be good if a generic number could be displayed so volunteers did not have to withhold their number.
- Carers who could not access cafés and services before the pandemic have been able to if they own a device.

Which groups of carers do you think are disadvantaged? Why?

- Those without a device or internet.
- Those with a device but without know-how.
- Those with a device and know-how but who lack confidence with joining a virtual meeting

Workshops for staff and trustees

Three workshops were held during September 2020, focusing on engaging staff and trustees in the process to develop the new strategy. They were facilitated externally and offered the opportunity for the Senior Management Team to work with staff to build a shared understanding and connection with each other and the strategy.

The focus of the workshops was to:

Take stock of our recent journey pre- and post- Covid, identifying strengths and positives to take forward and exploring future opportunities and challenges together.

Explore and comment on the new draft theory of change and time to look at how our activities connect to our outputs, outcomes and objectives

Explore and develop our response to key strategic issues in the context of carer feedback.

From workshops, it was clear that staff and trustees required:

- A strategy for Carer Support Wiltshire and a plan underpinning our vision:
 - To know what we will change, explore what we keep and what we might grow – ‘another Dorset’ was mentioned
 - Ensure we understand what carers need
 - Make individual contributions to sense of direction
 - Build our partnerships
 - Think about future fundraising, not tied to one contract, stable finances

- Clarity about expectations:
 - Understanding and clarity of other peoples' roles and focus
 - KPIs linked to strategy
 - A sense of direction, to know how to take things forward
 - Have an overview of what we do and future projects
- To be more connected
 - Feel more together, keep in touch, to continue the interaction
 - To communicate better and share information more quickly
 - That we should evaluate what we do: use data, measure progress and communicate and celebrate successes
- Exploration of a range of issues:
 - Developing a virtual offer
 - Ensuring we include those not online or digitally confident
 - How to think of Dorset in the same way as Wiltshire
 - Don't be afraid to adapt
 - Better integrate and grow volunteers

Regarding our strengths:

- Our staff are our most important resource
- We should:
 - build on our strengths
 - take pride in having kept a range of services going
 - gather positive feedback from carers about the range of our services
 - maximise the benefits to carers of partnership working
 - think about expansion
 - improve communication across Wiltshire and Dorset

On opportunities and challenges:

- Opportunities to fundraise and diversify will raise challenges for our infrastructure and what we aspire to be
- Utilising our volunteers differently: online forums
- Addressing digital exclusion
- Promoting our services on platforms like tik tok.
- Building on our joint working: hospitals, GP's, pharmacies
- Improving the young carer pathways with partners including MASH
- Being aware changing policy and financial environment

The workshops supported the adoption of the following statements of our vision, mission and values. These were formally adopted at the Trustee Board meeting on 23 September 2020.

Our vision, mission and values 2020 onwards

Our vision

A society which understands and supports unpaid carers.

Our mission

Improving life for all unpaid carers by listening and meeting needs, providing information to give choices, giving a voice and influence and raising awareness.

Our values

- We are carer-focused
- We are creative
- We have integrity
- We collaborate
- We empower

The workshops also reviewed and improved an early draft Theory of change for Carer Support Wiltshire. The Theory of change was signed off by the Trustee Board at its meeting in September 2020.

(What is a Theory of change?)

*'It is an argument for why your organisation exists. It helps you articulate who your target populations are and how you employ your core competencies to change outcomes for them. It is a fundamental building block to any strategic plan because if you don't know what you are ultimately trying to accomplish and for whom, how can you possibly chart a future course? ' **

**From Seven questions to guide your non profit strategy - Social Velocity*

<https://www.socialvelocity.net/2015/02/11/7-questions-to-guide-your-nonprofit-strategy/>)

Theory of change 2021-24



Incorporating



VISION

A society which understands and support unpaid carers

MISSION

Improving life for all unpaid carers by listening and meeting needs, providing information to give choices, giving a voice and influence and raising awareness

STRATEGIC OBJECTIVES

Sustainability

We will continue to establish and support carer services through contracts and fundraising in and outside of Dorset and Wiltshire to diversify income streams

and build stability in CSW

Support	Collaborate	Awareness	Influence	Inform	Quality
We will value and understand carers needs, enabling them to access appropriate support	We will innovate and work in collaboration so carers get better services	We will champion the vital contribution made by carers to society	We will listen to carers and give them a collective voice	We will provide information to enable carers to make choices about their caring role	<i>We will (all staff and volunteers) make the changes that will lead to better outcomes for carers, better services and better professional development</i>

OUTCOMES

Carers experience high quality information, support and services that better meet their needs	Carers are listened to, valued and recognised by, and involved with us and wider society	Carers have choices and make informed decisions about their caring roles	Carers are more resilient and confident, with improved mental health and wellbeing
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NETWORKS AND PARTNERSHIPS

Maintain an active role as a Network Partner of Carers Trust nationally, regionally and sub-regionally

Growing and maintaining professional networks so they are aware of carers and the value of carer-focused services, and they support us reaching more 'hard to reach' and 'hidden' carers

Building and reviewing strategic partnerships to pilot and sustain services

Partnerships with specialist agencies to give carers access to their advice and support

Promoting awareness of carers through media work and training

SERVICES AND INFRASTRUCTURE

Helpline and support services that best meet the needs of carers

Training for carers available throughout carers' journeys

ICT infrastructure supporting service delivery and comms (internal & external)

Volunteering opportunities for carers and others to support our activities

Social opportunities for carers

Regular and meaningful breaks for carers

Range of services offered face to face, virtually and digitally

Person-centred, holistic and asset-based assessments

Develop and implement impact reporting tools

Facilitating access to financial assistance

Partnerships with others to deliver support to carers

Carer awareness training for health & social care and education workforces

Developing and implementing a service evaluation programme

Comms teams promote carer awareness and campaigns in media and with policy-makers

Investors in Carers promotes carers' needs to GP practices

Support for employers to create carer friendly working environments

POLICY AND INFLUENCE

Facilitating carer involvement in policy debates, service innovation, design and development

Carer awareness in the media and community

Campaigning locally, regionally and nationally on issues of importance to carers

INPUTS (ORGANISATIONAL)

High quality services and accessible information	Quality improvement plan for services and wider organisation	People strategy covering internal communications and people development	New solutions to meet changing needs	Collaboration with partners	Annual staff and volunteers survey
Fundraising and business development to support growth: extending current services to new areas, and additional services to existing clients	Annual equality and diversity audit	Performance data analysis, reporting and action planning	New service mobilisation and delivery	Impact and service evaluation programmes	Comms and team plans feature carer awareness activities, days and events

VALUES

We are carer-focused We are creative We have integrity We collaborate We empower

Critical success factors

The Board has identified the following to guide the organisation through the next three years:

- A people strategy is created and implemented
- CSW is financially viable and sustainable
- We (are able to) support carers to meet their needs
- Partnerships are identified and links are maintained and developed

Assumptions made about what is needed to deliver the Strategy

- We have culture within which to deliver strategy
- We have capacity to deliver strategy
- We have data to deliver strategy
- Awareness is maintained of external factors

Current situation and where we want to be in 2024

As at January 2021:

The Board approved the strategy put forward by the Senior Management Team. Senior managers developed a Business plan for 2021-22, year 1 of the Strategy, which is directed at achieving sound progress towards new strategic objectives, working towards our vision of a society which understands and supports unpaid carers.

Given the uncertainties arising from Covid-19, the recession and Brexit, the Board felt it prudent that the Business plan covers one year only, consistent with the 'emergent' approach to delivering the Strategy. Progress will be reviewed and a Business plan for 2022-23 will be before the Board for approval in February 2022.

Business Plan on a page 2021-22

Key Drivers		Deliverables	CEO	Reaching Communities	Community	Assessment	Dorset	Fundraising	Comms/CRM	Finance	SMT	Targets /KPI FY 22	2021 Activities					
			1	2	3	4	1	2	3	4								
1	We support more carers to meet their needs	We will value and understand carers needs, enabling them to access appropriate support	More carers have their needs met	✓ ✓	✓ (ad min, Vols)	✓	✓	✓	✓	✓	✓ ✓	Number of carers receiving info, not registered new registrations	•	•	•	•		
			Service models are regularly reviewed and evaluated		✓	✓ ✓	✓ ✓	✓		✓			Feedback evaluation	•	•	•	•	
			Develop new services to meet changing needs		✓	✓	✓	✓	✓ ✓	✓				Feedback evaluation	•	•	•	•
			Increase number of volunteers in services		✓✓	✓	✓	✓ ✓		✓				Feedback evaluation	•	•	•	•
			Carers voice strategy developed and implemented		✓✓									Feedback evaluation	•	•	•	•
			Working with partners so they can		✓	✓	✓	✓	✓	✓			✓ ✓	Feedback evaluation	•	•	•	•

		support more carers																		
2	Developing our data	We will understand carers, evaluate what we do, help build relationships with carers = telling our story	To have our business recording and reporting requirements in place by Q1 2021-22		✓	✓	✓	✓	✓	✓	✓	✓	✓	Reporting template & training materials produced. Training delivered	•	•	•	•		
			To have the framework for our ongoing evaluation in place (to include outcomes & impact) by end of Q1 2021-22													✓	•	•	•	•
			To have our new evaluation recording and reporting requirements in place by end of Q1 2021-22		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			•		
			To have begun a review of our database requirements (including CRM) by Q2 2021-22		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			•		
			To ensure we are abiding by data protection		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			•	•	•

		legislation requirements (data governance)																
		Develop, train and implement impact reporting tools and reports		✓	✓	✓	✓	✓	✓	✓	✓	✓			•	•	•	•

3	Ensuring sustainability and viability	Finance, staffing, volunteers, services	Deliver budget FY22	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Deliver break even budget FY22	•	•	•	•	
			Develop and implement sustainable and achievable fundraising strategy					✓	✓	✓	✓	✓	✓	Develop by Q4 20-21. Implementation from Q1	•	•	•	•	
			Deliver fundraised income: introduce legacy fundraising	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Develop legacy strategy. Secure funding for implementation	•	•	•	•
			Deliver fundraised income: increase unrestricted income:	✓	✓	✓		✓	✓	✓					£390k in new income, CTC = £138k	•	•	•	•
			All Wiltshire Council services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yr 5 confirmed at Yr 4 value		•	•	•

		recommissio ned																
		Exploit opportunities to recruit new active supporters, volunteers and donors		✓✓			✓	✓ ✓	✓					Volunteer retention rate stable. Friends of Prog. Launched	•	•	•	•
		Develop and implement a People Strategy	✓	✓✓	✓	✓	✓					✓		Board approval for People Strategy	•	•	•	•
		Establish annual programme of supporter events across Dorset and Wiltshire	✓				✓	✓ ✓	✓					CSW Supporter s Event. CSD Supporter s event	•	•	•	•

4	Communication - internal and external	Increase brand presence (PR, social media, partners etc.) in order to reach more carers, make Wiltshire more carer aware		✓	✓		✓	✓	✓ ✓				KPIs	•	•	•	•
		Increase digital presence (website & social media) in order to reach more carers, make Dorset and Wiltshire							✓ ✓				Website traffic; social media engagem ent	•	•	•	•

		more carer aware															
		Engagement/ internal comms strategy developed to support people strategy										✓ ✓	Staff satisfaction rates	•	•	•	•

5 Partnerships	We will innovate and maximise the value of partnerships so carers find it easier to get better services	Staff trained in understanding roles and responsibilities		✓	✓	✓	✓						Training delivered	•				
		Existing partnerships reviewed and new partnerships and stewards/owners identified			✓ ✓		✓							•			•	
		Staff training to use CRM to record all relationships		✓	✓	✓	✓	✓ ✓	✓ ✓							•	•	
		Explore other services CSW could provide on own or with partners/through mergers						✓ ✓				✓ ✓			•	•	•	•
		Work with partners to offer training	✓		✓		✓ ✓		✓ ✓					Numbers	•	•	•	•

		and awareness raising to carers																
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6	Quality	We will (all staff and volunteers) make the changes that will lead to better outcomes for carers, better services and better professional development	Baseline developed to measure carer involvement and satisfaction			√√	√	√	√			√	√	Baseline established Q1.				•		
			Regular review measures of carer involvement and satisfaction			√√	√	√	√			√	√	√	Baseline reviews begin Q2.				•	•
			Revise risk register and use	√ √		√	√	√	√	√	√	√	√	√	Revision completed Q1.	•	•	•	•	
			Implement Trusted Charity Improvement Plan	√ √		√	√	√	√	√	√	√	√		Improvement Plan completed Q3.	•	•	•		