



## **Health Scrutiny Committee**

Date: Tuesday, 3 September 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

### **Access to the Council Antechamber**

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## **Membership of the Health Scrutiny Committee**

**Councillors** - Farrell (Chair), Clay, Curley, Holt, Mary Monaghan, Newman, O'Neil, Riasat, Watson and Wills

## Supplementary Agenda

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### 6. Our Manchester Carers Strategy

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Report of the Executive Director of Adult Services

This report provides Members with an update on progress to implement Our Manchester Carers Strategy since the last update to Health Scrutiny in July 2018. It sets out what progress has been made in respect of additional funding to implement a bold and ambitious offer to improve the lives of Manchester Carers. This report will also include an overview of the new governance arrangements that have been put in place, how we will work together with Manchester Carers Network to design and deliver new services for Carers, including an improved statutory Carers' assessment process to reduce waiting lists.

## Further Information

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For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Wednesday 28 August 2019** the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension , Manchester M60 2LA

## Manchester City Council Report for Information

**Report to:** Health Scrutiny Committee – 3 September 2019  
Executive – 16 October 2019

**Subject:** Our Manchester Carers Strategy

**Report of:** Executive Director of Adult Services

### Summary

This report provides Members with an update on progress to implement Our Manchester Carers Strategy since the last update to Health Scrutiny in July 2018. It sets out what progress has been made in respect of additional funding to implement a bold and ambitious offer to improve the lives of Manchester Carers. This report will also include an overview of the new governance arrangements that have been put in place, how we will work together with Manchester Carers Network to design and deliver new services for Carers, including an improved statutory Carers' assessment process to reduce waiting lists.

### Recommendations

Members of the Health Scrutiny Committee are requested to comment on and note the report.

**Wards Affected:** All

**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

This strategy aims to deliver a new Single Point of Contact for Carers in Manchester via a dedicated helpline. Where Carers need face to face support, this will be delivered locally within neighbourhoods to reduce the need for Carers to make extensive travel arrangements.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	By better supporting Carers, we will be able to support Working Carers to enable them to obtain work and sustain employment, knowing that the cared for person is adequately provided for through the Voluntary Sector and statutory adult social care services

A highly skilled city: world class and home grown talent sustaining the city's economic success	Our aim is to ensure that Working Carers are better supported to enable them to sustain employment – this will ensure the city retains their talent and skills and contributes to the Our Manchester Strategy
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Our Manchester Carers Strategy promotes independent living, supports the delivery of care closer to home and the maintenance of a sustainable health and social care system.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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### Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Manchester City Council, Health & Wellbeing Board, 04.7.18 Greater Manchester
- Commitment to Carers and Carers Charter
- Manchester City Council, Health Scrutiny Committee, 17.7.18 Our Manchester Carers Support Strategy
- Manchester City Council Carers JSNA, available via Contact Officer.
- Carers at Breaking Point, Carers UK  
<https://www.Carersuk.org/for-professionals/policy/policy-library/Carers-at-breakingpoint-report>
- HM Government, Carers Action Plan 2018-20, published June 2018

<https://www.gov.uk/government/publications/Carers-action-plan-2018-to-2020>

## 1.0 Introduction

- 1.1 In July 2018, following an independent review of support services for unwaged or familial Carers, the Executive Member for Adults Health and Wellbeing, officers and the Chair of the Manchester Carers Network presented a joint report to Health Scrutiny introducing the emerging “Our Manchester Carers Strategy”.
- 1.2 That review was brought about to build on the success of the Manchester Carers Network, to strengthen the independent voice of Carers and bring forward radical proposals whereby Carers and their voluntary/community organisations (VCS) would assume greater responsibility for leadership and a more active service delivery role, as expert partners. This approach is a tangible demonstration of the Our Manchester principles and specifically co-production driving change.
- 1.3 The Carers Network is financially supported by MCC - it brings together a group of 20 diverse Manchester VCS organisations who work with MHCC (and now MLCO) and its delivery partners to support Carers across the city; it is coordinated by the Gaddum Centre. Details of Carers Network membership and the financial support currently received via MCC and Manchester NHS funding is attached at **Appendix 1**.
- 1.4 The Network is also financially supported by NHS Manchester to provide a ground-breaking Carers Development & Training Project which recognises the training needs associated with caring responsibilities and delivers a comprehensive induction and training programme.
- 1.5 The purpose of this report is to set out the progress made since July 2018 in respect of delivery of the ambition for Carers in Manchester and working collaboratively with Manchester Carers Network (MCN), whilst also setting out improvements to deliver on the statutory Carer’s assessment within adult social care.

## 2.0 Background

- 2.1 For the purpose of this report, a Carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health need or an addiction cannot cope without their support.
- 2.2 Mid-census it was estimated that there may be as many as 60,000 Manchester citizens who meet this definition to various degrees, across all ages, including Young Carers who undertake a significant role in support of a parent or sibling. Studies<sup>1</sup> suggest that up to 25% of Carers provide care in excess of 50 hours per week and that 1 in 9 employees across the city are balancing work commitments with caring responsibilities. We also know from

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<sup>1</sup> [https://www.carersuk.org/images/Facts\\_about\\_Carers\\_2019.pdf](https://www.carersuk.org/images/Facts_about_Carers_2019.pdf)

research that the health of many Carers is poor, exacerbated by tiredness, stress, social isolation and financial pressures.

### **The State of Caring in 2019<sup>2</sup>**

“Carers’ support is valued at £132 billion a year but this comes with high personal costs. Many Carers are suffering from loneliness and social isolation, need support to help them stay in work, and are facing their own health problems as a result of their caring role. This is in addition to the financial cost of caring; with 39% of this year’s respondents saying that they are struggling to make ends meet, and over two thirds reporting that they regularly use their own income or savings to pay for care and support services, equipment or products for the person they care for.”

- 2.3 There are significant challenges faced by Carers on a daily basis and the provision of both statutory assessments and MCN advice is not co-ordinated and working together cohesively to deliver on a range of services that Carers need in order for them to continue in their caring role – if they wish to do so.
- 2.4 Whilst many of the MCN services have individual strengths, there is no single vision and there is a lack of robust data to record how many Carers in Manchester are being supported (beyond the statutory assessment) and that this data is being used to inform strategic planning. A central part therefore of the new strategy for Carers will be focused on a Joint Strategic Needs Assessment and development of a central database of Carers, subject to Carer consent and rules around GDPR etc. In addition, there is a need to drive engagement with ‘hard to reach’ carers who may be missing out on vital support such as parent carers, BAME, and young carers transitioning to adulthood.
- 2.5 It is important that these challenges are addressed, delivered through an effective partnership with Carers and MCN as we strive to ensure that the health and social care ‘system’ is more sustainable and deliver more care “closer to home”. Such measures run the risk of placing increased demands and pressures upon Carers and we know from much research that unsupported caring can be very detrimental to the Carer’s health and wellbeing.

## **3.0 The Vision for Carers in Manchester**

- 3.1 At a simplistic level, the Vision is to reach more Carers in the city and there is a heightened need to improve and increase the level of engagement with Carers at an appropriate early point in their caring journey to make a difference. Greater awareness of the valuable role played by Carers is required alongside a new pathway to support which, engages, informs and

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<sup>2</sup> State of Caring 2019, A snapshot of unpaid care in the UK  
[www.Carersuk.org/stateofcaring](http://www.Carersuk.org/stateofcaring)

empowers Carers from the earliest opportunity to connect them to effective services.

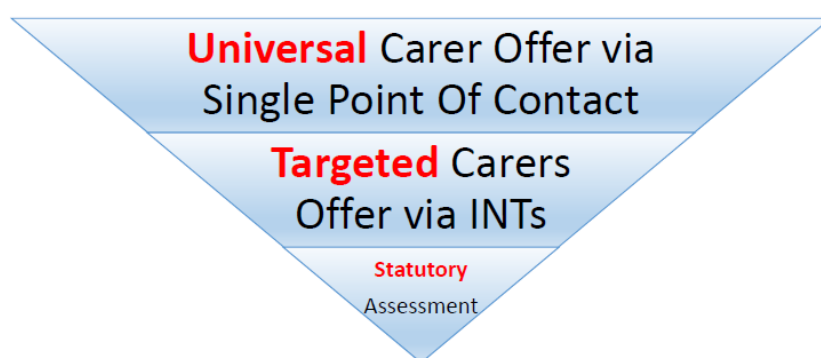
3.2 The Strategy provides a framework for co-production built around the following objectives:

- Partnership and co-production with Carers
- Building on the individual and unique strengths of Carers Organisations and facilitating further sector co-operation and collaboration
- Increased engagement with Carers and improved access to services
- Services and Systems that work for Carers
- Progressively building a Carer Aware and Carer Friendly city

3.3 The new model that will deliver the Vision for Carers is centred on:

- **Further development and strengthening of Manchester Carers Network** – to enhance the governance, training, communications, marketing and administrative capacity. This will also include a role in Programme Leadership of the two year programme reporting to the SRO for Carers in MCC.
- **Development of a Carers Single Point of Contact (SPOC)**(One Stop Shop) providing essentially a telephone helpline/helpdesk support service for Carers but also responsible for information, advice, guidance, signposting as well as making appointments for Carers to receive face-to-face support at a time to suit them and in a venue as close to their home as possible. This SPOC will fully align to the integrated health and care new Front Door project going forward to ensure that there is a seamless handover between all known 'contact entry' points for Carers.
- **Development of a Carers Network Lead Locality offer** – across the 12 Integrated Neighbourhood Teams, members of MCN will be able to express an interest in delivering a local face-to-face offer for Carers (referred by the SPOC). These providers will build the Place-Based offer for Carers by extending support via Peer Support Networks and using a variety of interventions to promote Carer health and wellbeing.
- **Centralised model of Statutory Adult Carer Assessments** – by bringing together Carers Care Managers under a single leadership to improve the assessment journey for Carers, better manage waiting lists etc and integrate as much as possible with the SPOC and the Network Locality offer.
- **A new, vibrant and far-reaching Carers Awareness, Communications and Marketing Strategy** – working across MCC Communications and Press Office, Manchester Local Care Organisation, Manchester Health and Care Commissioning and MCN to align expertise and agree campaigns, gaining insight into 'reach' and new demand from hidden Carers.

This model below explains how the new programme will essentially work:



#### 4.0 Adult Social Care Statutory Carers' Assessments

- 4.1 Adult Social Care statutory framework now sits within the Care Act 2014. This legislation equalised, for the first time, how Carers should be placed on an equal footing with citizen assessments and the resultant pathway to advice, information and service provision.
- 4.2 In terms of assessment capacity, ALL assessments – whether carried out by qualified social workers or unqualified assessment officers – should identify Carers during a cared-for person's assessment routinely. Where a Carer is identified, that assessor should arrange either a joint citizen/Carer assessment or arrange a separate Carer assessment if that is preferred.
- 4.3 Whilst the majority of Carer assessments are completed across the whole plethora of assessors (including colleagues in GMMH), more complex Carer Assessments are routed through a dedicated Carers Care Manager. The table below shows a breakdown of staffing:

Organisation	Numbers
Adult Social Care	4
North Locality	
Central Locality	
South Locality	
Learning Disability	
GMMH	5
<b>Total</b>	<b>9</b>

- 4.4 The Care Act 2014 places a duty on local authorities to meet the assessed needs of Carers. **Appendix 2** sets out, in more detail, the legal framework for Carers' Assessments and how to meet needs. This also includes a checklist on whether the new Carers Programme/Vision for Carers will meet the statutory expectations. As demonstrated in Appendix 2 the Vision for Carers and the proposed modes of delivery are fully in line with the statutory framework.
- 4.5 The current model of Carers' Care Manager (CCMs) (non-mental health) are in need of a refresh and a redesign:



- CCMs work in isolation in each locality/speciality. (e.g. learning disability)
- They individually report to a designated locality manager.
- There is no overall citywide leadership of Carers Statutory Assessment.
- Performance is not driven from a citywide perspective leading to a variation in waiting list times for Carer Assessments.
- Waiting lists are longer than the local performance indicator of 28 days, resulting in Carers not receiving the help they need in a timely nor proportionate manner.

- 4.6 Given there is a need to improve performance around carers' assessments as well as redesign the workforce aspects, this work will be incorporated into the Adults Improvement Plan.

#### Biennial Carer survey

- 4.7 The Survey of Adult Carers in England (SCAE) is a biennial statutory survey introduced in 2012/13. It asks questions about quality of life and the impact the services Carers receive have on their quality of life. It also collects information about self-reported general health and wellbeing and contributes to 5 adult social care outcomes framework (ASCOF) measures. 2018/19 is the fourth time that this survey has been carried out. Participants are identified from the year end statutory return "Short and Long Term" table and includes Carers aged 18 year and over.
- 4.8 There remain challenges with the SACE survey are notably in relation to response rate and also survey results themselves. The following table shows the decline of the 'eligible population' of Carers who can be surveyed, showing the decline in local authority known Carers:

<b>Response rate</b>	<b>2018/19</b>	<b>2016/17</b>	<b>2014/15</b>	<b>2012/13</b>
<b>Population</b>	2222 (100%)	3249 (100%)	4936 (100%)	3892 (100%)
<b>Sample</b>	1094 (49.23%)	1147 (35.30%)	1198 (24.27%)	1401 (36.00%)
<b>Respondents</b>	314 (28.70%)	393 (34.26%)	373 (31.14%)	521 (37.19%)

- 4.9 With regard to the survey findings:

<b>Neutral/Positive survey findings</b>	<b>Negative survey findings</b>
<ul style="list-style-type: none"> <li>• 31% of Carers have been caring for 20+ years</li> <li>• 38% of Carers support the cared-for person for more than 100+ hours per week</li> <li>• 79% of Carers have no personal safety worries</li> </ul>	<ul style="list-style-type: none"> <li>• There is a notable decrease in all of the ASCOF measures, in particular, the ease with which Carers find information about services</li> <li>• 21% of Carers feel socially isolated</li> <li>• 24% of Carers feel they neglect themselves</li> </ul>

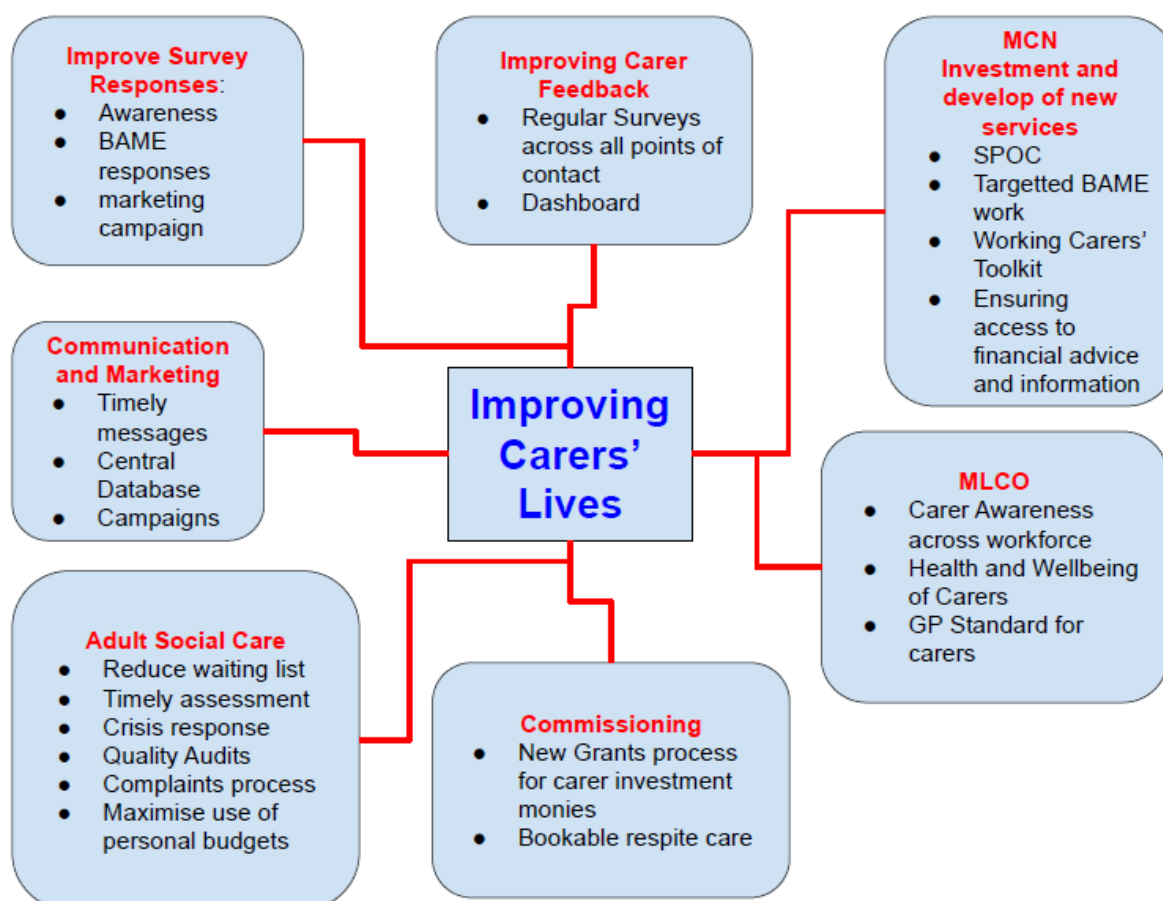
<ul style="list-style-type: none"> <li>• 77% of Carers have their own illness/condition or disability</li> <li>• 37% of Carers are retired, 31% are not in paid work</li> <li>• 81% of Carers live with the person they care for</li> <li>• 49% of Carers feel a direct payment has had a positive impact on their caring role</li> <li>• 34% of a Carers cared-for persons have had an unplanned hospital admission in the past 2 months</li> </ul>	<ul style="list-style-type: none"> <li>• 35% of Carers report they have had no discussions about the support provided to their cared-for person</li> <li>• 27% of Carers feel they never have enough time to care for anyone else, other than the cared-for person</li> <li>• 81% of Carers say their caring role leaves them feeling tired and 60% feel stress</li> <li>• 61% of Carers say their caring role has caused some financial difficulties</li> <li>• 19% say their GP does not know they are a Carer</li> <li>• 24% of Carers are not confident their views will be acted upon</li> </ul>
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- 4.10 Carers who participated in the survey also provided free text comments, a sample are highlighted below:

*“There is nowhere in Manchester for respite care. My son has to go to Southport which is very expensive and takes all his budget. Local places won't let you book in advance so you can plan ahead for a holiday with your other family. If you ask Adult Social Team to find somewhere they don't come back with any options.”*

*“Early this year I had a social worker come to see me about direct payment. The gentleman was very helpful, polite, caring and listened to what I had to say. He was amazing and I would love to say thank you once again for the payment. It made a huge difference. Thank you.”*

- 4.11 As a result of a review of the SACE results, and examining all free text comments, an action plan has been developed of the priority areas to address. This will be reviewed as part of the Vision for Carers to ensure that there is a read across from both the delivery programme and the SACE to address issues of concern to improve services for Carers prior to the next survey. The priority areas can be seen in the following visual:



## 5.0 Young Carers

5.1 The Young Carers Strategy 2017-2019 outlines an approach to the identification of and support for Young Carers in Manchester underpinned by partnership working and shared responsibility. The strategy reflects the voice of Young Carers ensuring that their views are recognised and reflected in services that support them.

5.2 A research project on Young Carer's experience of transition has been carried out. The research explored the experiences of nine Young Carers and the report was written by the Young Carers group. The findings of the research has been presented to the Children's and Young People's Board, the Early Help Board and shared with colleagues in Adult Social Care. The key findings from the research highlighted:

- Young Carers reported that there is a lack of awareness in primary schools and that schools should be doing more to identify and support Young Carers at an early stage.
- For Young Carers, Secondary school brings increasing pressure to balance school work and caring role and this can have a negative impact on both their physical and mental health. There were mixed experiences of support in High School – where support was in place the Young Carer

had a positive experience and conversely where support was not provided, it produced a negative response.

- For Further Education to Higher Education and Employment – Young Carers highlighted the significance of decisions that Young Carers are face with when they become 18, particularly if they want to move onto higher education.

5.3 Guided by the research findings and strategic objectives, a Young Carers Operational Working Group has been established and will refresh the strategy with the aim to increase the identification and support for Young Carers and improve pathways.

5.4 A Young Carers Co-ordinator will strengthen the work with schools and other key partners raising awareness and building capacity. In addition, this post will also work with the Adults' Carers Leads to ensure that there is sufficient focus on transition to adulthood for Young Carers.

5.5 The Strategic Action Plan for Young Carers includes seven areas of action:

1. To improve the pathways and offer to Young Carers
2. Transition – to ensure effective transition pathways for Young Carers
3. Voice of Young Carers – engagement and peer support/influencing strategic commissioning and decision-making
4. Identification and Data – Young Carers are identified, recorded and robust data informs strategic decision-making
5. Governance and Leadership – A strong strategic oversight and governance
6. Health and Wellbeing – Services/Pathways/Activities
7. Communication and Engagement

5.6 In terms of alignment to the Our Manchester Carers offer described in this report, the aim is to create a universal offer for carers of all ages – especially the telephone helpline/helpdesk service. However, there is a need to ensure that the Single Point of Contact (and resultant pathways) have very clear procedures in place for dealing with Young Carers under 18 years of age to ensure that adequate safeguards are in place. Accordingly, Adult Carer Commissioning leads will ensure that Children's leads are actively engaged in this process to ensure synergy and, mostly importantly, safety, are at the heart of any new developments.

## **6.0 Greater Manchester Carers Strategy & Exemplar Model**

6.1 On 19 January 2018, all 33 organisations in Greater Manchester Health and Social Care Partnership made a commitment to deliver on the rights of Carers as set out in the GM Carers Charter.

6.2 The charter fully recognised the highly complex and personal journeys that Carers experience at an individual level, and how through working as one health and social care system (and broader city regional partnership of public

and private enterprise) we could significantly improve the support given to the region's 280,000 unwaged Carers.

6.3 As a result, the Greater Manchester Exemplar Model for Carers was agreed and comprises of:

- A commitment to Carers
- A Carers charter
- An ask of organisations
- Support for Carers programme – workstream reviews
- Carer voices (e.g. Carers partnership, Young Carers board, working Carers, Carers rights day etc)

6.4 The Carers Charter can be seen in Appendix 3 of this report. The link to the online version can be found here.

[www.gmhsc.org.uk/wp-content/uploads/2018/04/Carers-Charter-FINAL.pdf](http://www.gmhsc.org.uk/wp-content/uploads/2018/04/Carers-Charter-FINAL.pdf)

6.5 GMHSCP has devised, through a co-production approach and inclusive of some key members of our own Manchester Carers Network, a GM Exemplar model for Carer Support. This can be found in Appendix 4 of this report. This model has guided the Manchester strategy through:

1. A recommendation to create a **Single Point of Contact** (critically to ask Carers calling “do you want to/are you able to carry on caring?”). The SPOC will be the ‘engine room’ and the gateway for all Carers to be triaged and supported to the most appropriate services, advice and information they require at an early stage
2. **3 Conversations** – a staged strength based approach which focuses on the things that matter to Carers, and results in the provision of high quality advice and information – this will be enabled through our new Neighbourhood model of delivery
3. The 3<sup>rd</sup> element of the conversation is concerning with the **statutory social care** element for those Carers who at 20% high risk, for those who need longer term and more complex support, delivered through an invigorated Statutory Carers Assessment

6.6 GMHSCP undertook research as part of the Exemplar model (see **Appendix 4**) and received feedback that Carers both Young and older shows that the role of a Carer centre (SPOC) is central to ensuring that they get the right help at the right time. Many say that the separation between local authorities and health services from call centre services gives them the confidence and trust in using the service and that they will be valued in their own right.

6.7 In a similar vein, Greater Manchester Combined Authority and Strategic Partners have also created a Greater Manchester Working Toolkit that is

aimed at employers to ensure that Working Carers are better supported in the workplace<sup>3</sup>

## 7.0 Manchester Carers Network

- 7.1 The previous Manchester Carers Strategy 2015-2018 sought to address the challenges of the Care Act 2014 which placed stronger responsibilities on local authorities to identify Carers, to provide information and advice, and, where there is an appearance of need to undertake an assessment of each Carer's health and wellbeing requirements. The strategy set out plans to act on these recommendations via a progressive adoption of a co-produced and strengths based approach working alongside NHS Manchester and the VCS.
- 7.2 Manchester Carers Network (MCN) was established in early 2016, following a competitive grants process to select an organisation to undertake the role of Network Co-ordinator. The Network (MCN) has been active across all key outcome areas:
1. **Prevention and Wellbeing** – to develop and strengthen early identification of Carers, to improve Carers wellbeing and prevent Carer breakdown by raising awareness of all Carers across a range of professionals.
  2. **Co-ordination** – to provide co-ordination of Carers' support activity across the city to ensure Carers are identified early and signposted to the right support at the right time by co-ordination the activities of the wider network.
  3. **Single Point of Contact** – to be a single point of contact for statutory, voluntary and community organisations and other health and social care services.
  4. **Effective signposting** – to be a point of contact for Carers to ensure they are signposted to the most appropriate service.
  5. **Communications** – to manage communications across MCN and with other stakeholders so partners are engaged, informed and updated.
  6. **Expertise** – to provide knowledge, expertise and the support to key stakeholders and network members on how to better support Carers and develop knowledge sharing.
  7. **Support** – to work in partnership with MCN to increase financial sustainability of Manchester's Carer support organisations.
  8. **Maintain a forward action plan** – to develop a progressive and ongoing action plan to improve Carers support services and training.

### MHCC Commissioned Service: Carers Learning and Development Programme

- 7.3 In 2016, MCN was successful in securing funding from NHS Manchester (now MHCC) to develop a Carers Learning and Development Programme. This is

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<sup>3</sup> <http://www.gmhsc.org.uk/wp-content/uploads/2019/03/10b-Greater-Manchester-Support-to-Carers-Appendix-B-Greater-Manchester-Working-Carers-Toolkit.pdf>

now well established and complements the work of MCN by offering a range of workshops designed to inform and support Carers by enhancing their knowledge and skills. This includes:

- Being a Carer in Manchester
- Benefits for Carers
- Cookery and Nutrition
- First Aid
- Managing Continence
- Moving and Handling
- Managing stress and meditation
- Legal Rights and Financial Planning

7.4 To date 128 workshops have been delivered and 860 Carers have benefitted from attendance. There are plans over the next 12 months to:

- Enhance the range of workshop on offer and increase the number of new cares who attend them.
- Successfully roll out the digital platform and e-learning programme.
- Expand the current workshops on offer to Young Carers into a full Young Carers Learning Programme.
- Embed the referral of Carers to the programme within the new model of delivery for Carer support.
- Complete an initial phase of external evaluation of the programme by March 2020.

#### Adult Social Care Commissioned Service: Gaddum

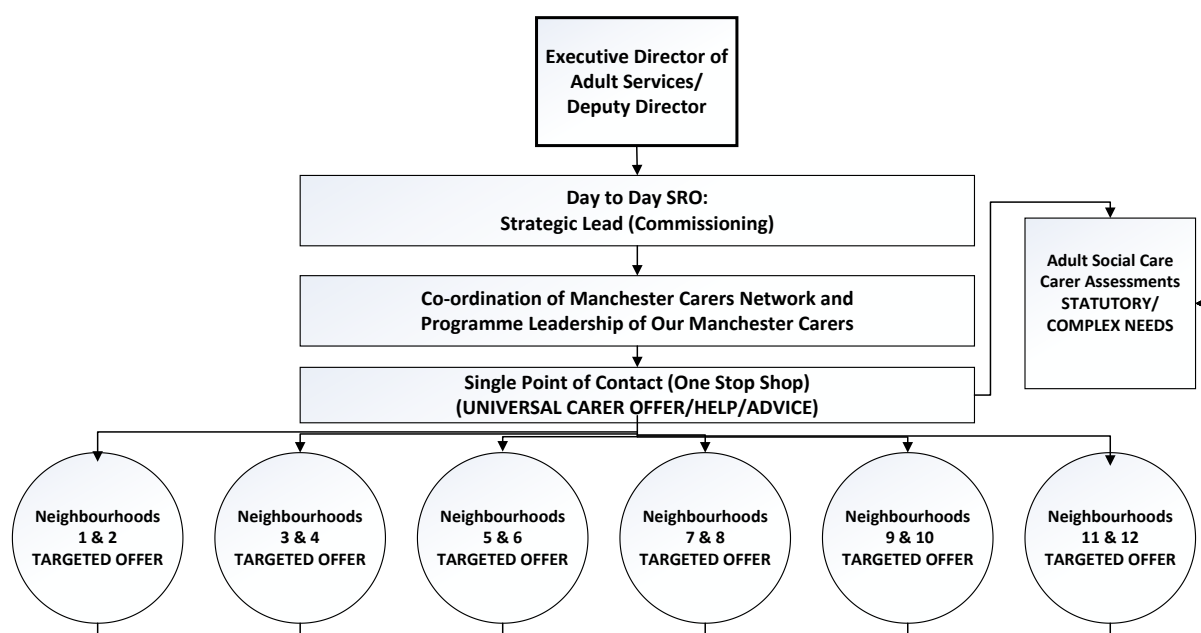
- 7.5 “The Gaddum Centre<sup>4</sup> manage the Manchester Carers Network which includes 20 voluntary organisations providing information, advice and support to Carers. We work closely with partners like Manchester City Council, Manchester Health and Care Commissioning and increasingly GPs, hospitals and many others – including the Greater Manchester Carers’ agenda.
- 7.6 We aim to help improve Carers’ health and wellbeing and reduce ‘Carer breakdown’ (when Carers are in crisis). We do this by coordinating Carer support and working to increase the number of Carers being identified”.
- 7.7 The Gaddum Centre contract for Network Co-ordination will be refreshed to include strengthened co-ordination and programme leadership of the Our Manchester Carers Strategy, with a direct accountability line to the Strategic Lead (Commissioner) for Carers. This will ensure that programme deliverables are achieved and that momentum is maintained for the duration of this two-year programme.

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<sup>4</sup> <https://www.gaddumcentre.co.uk/manchester-Carers-network/>

## Manchester Carers Network

- 7.8 Manchester Carers Network (MCN) comprises of 20 VCS organisations that deliver services for Carers. Access to the various organisations, as well as information and support, resources, information for professionals, Events and News can be accessed via their website<sup>5</sup>
- 7.9 Our Manchester Carers Strategy will be delivered through a strong partnership approach between MCN and statutory adult social care. This will create a seamless journey for Carers with the aim of reducing ‘hand-offs’ between the voluntary and statutory sector and promote the aims of “No Wrong Doors”.
- 7.10 Currently, the advice and information offer to carers is via Manchester Carers Centre which is an independent voluntary organisation and member of the national Carers Trust established in 1997 to provide support for Carers across Manchester. With the support of MCC and NHS funding, the Centre is tasked to identify new carers and maintain a Carers Information and Advice Service. However, restricted budgets and limited operating hours restrict the reach of the service. Additional services include emotional support, practical help, community drop-ins, carer breaks, social activities, access to grants and carer based training.
- 7.10 The proposed model for Our Manchester Carers is set out below:



## 8.0 Funding overview

- 8.1 There is very limited flexibility within mainstream adult social care funding to support innovation and new delivery models to improve services for Carers. Therefore, submissions have been made to the Our Manchester Investment

<sup>5</sup> <https://www.manchesterCarersnetwork.org.uk/>



Fund and the Greater Manchester Transformation Fund as part of a joint transitional funding strategy.

<b>Funding Source</b>	<b>Value £</b>	<b>Status</b>
Our Manchester investment Fund	£615k	Pending MCC Executive consideration & Key Decision
Greater Manchester Transformation Fund	£528k	Pending MHCC Board Approval
Carers Revenue Budget Realignment	£360k	Confirmed
<b>Total Cost of 2 Year programme</b>	<b>£1,503,000</b>	

- 8.2 A detailed investment case to the value of £615k has been submitted and agreed by the Our Manchester Investment Board. Subject to approval by the Council Executive on the 11/09/2019, this will then proceed to Key Decision Stage.
- 8.3 A parallel investment case, value £528k has been submitted for approval of Greater Manchester Transformation Funding by the MHCC Board the 26/09/2019.
- 8.4 The balance of £180k will be drawn from a realignment of Carer revenue budgets.
- 8.5 Subject to the above approvals, a Carers' Programme Board will manage the interface between Carers Partnership Group and the funding bodies. This will ensure compliance with the terms of each funding stream and proactive forward sustainability planning.

## **9.0 Proposed Grants Process**

- 9.1 In order to ensure competition and a fair and transparent process, there will be a Grants process to allocate funds to Manchester Carers Network:
- **Single Point of Contact** (One Stop Shop approach) – robust telephony, sufficiency of staffing to provide daytime/early evening opening hours as well as development of a volunteering model to maintain contact with Carers
  - **Neighbourhood Delivery** – delivery of face to face targeted support for Carers – with appointments made by the Single Point of Contact.
- 9.2 As referenced earlier, the contract for the Network Co-ordination managed by the Gaddum Centre will be invigorated and extended to meet the needs of the intensive work programme of delivery.

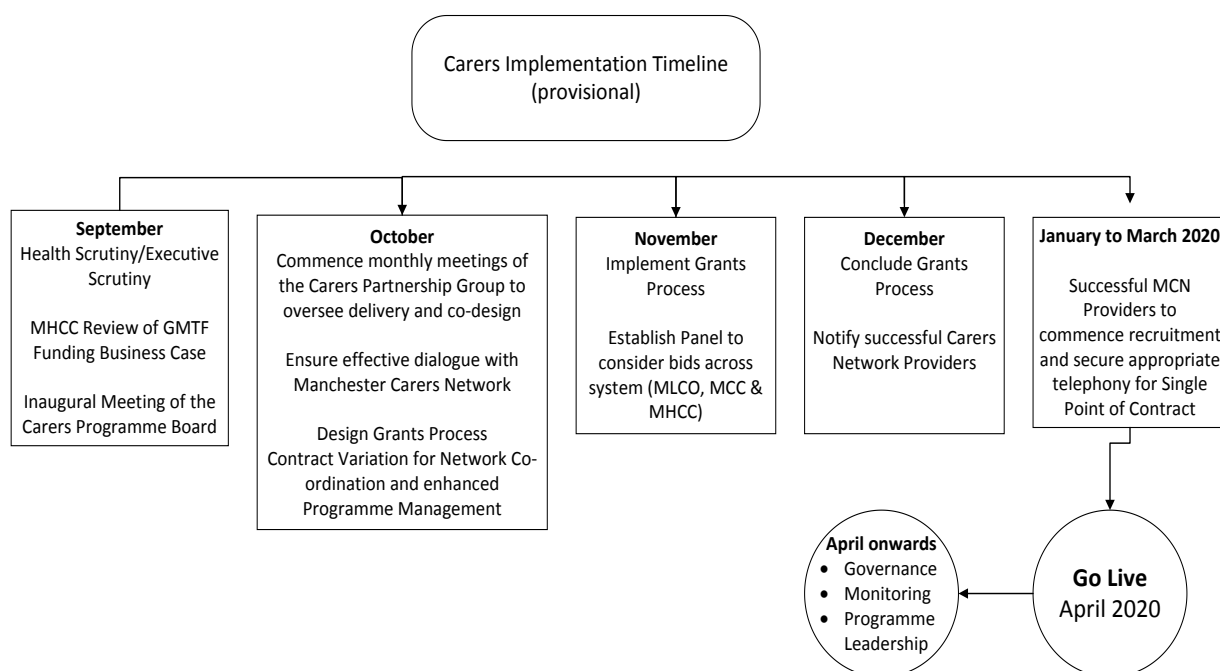
## 10.0 Supplementary Commissioning for Carers

10.1 In addition to the proposed Vision for Carers, there are two further aspects of commissioning that will complement the overall 'offer' to carers:

1. **The new Homecare procurement** – a new locality homecare is currently being implemented. As part of the specification, homecare providers were required to meet the needs of Carers through demand for a 'Sitting Service' or provision of 'replacement care'. This will enable Carers to be able to buy (using a Personal Budget approach) short term occasional support to help them have a break, attend appointments etc. knowing that the cared-for person is adequately supported and provided with the necessary care.
2. **Market shaping activity around 'bookable' 24 hour care for short breaks.** Carers tell us that they want to book a holiday or a few days rest and so the citizen/cared-for person needs 24 hour care – mostly likely in a Care Home setting. At present, care home providers do not offer this 'future booking' arrangement. Further dialogue with providers is therefore planned with the aim to secure a small supply of 'bookable' care beds for Carers to benefit from a break. This is funded currently from the citizen's Personal Budget). By ensuring this is in place, this will address a key source of complaint and the SACE survey from Carers.

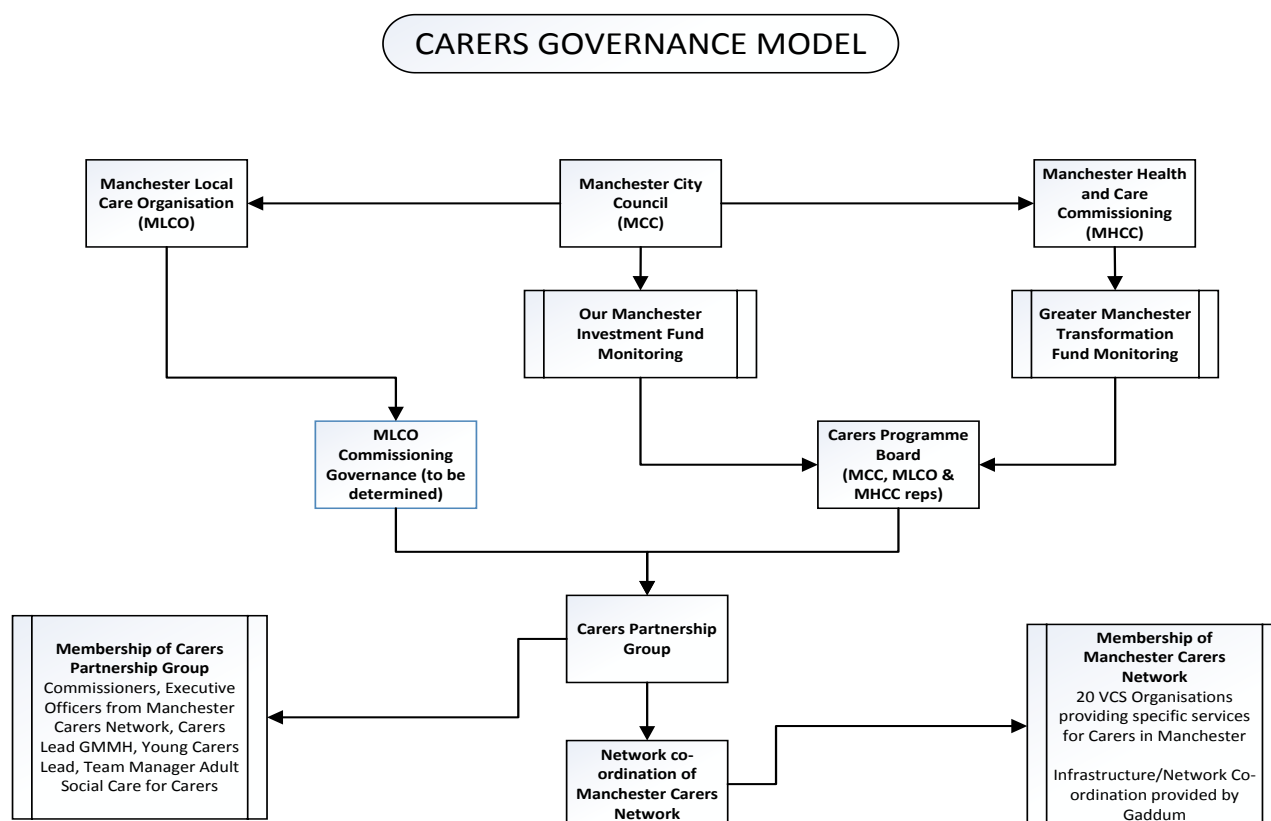
## 11.0 Indicative Timeline

11.1 Subject to final approval of funding, the key decision process and the sign off by the Executive, the provisional timeline for implementation can be seen in the visual below:



## 12.0 Governance

- 12.1 With an ambitious programme of change across both the VCS and Statutory assessments for Carers, this requires 'due diligence' around performance, financial tracking and progress monitoring of both MCN providers and ensuring accountabilities are delivered.
- 12.2 As it can be seen from the visual below, there are lines of accountability to the integrated organisations of Manchester Health and Care Commissioning (MHCC) (part funders), MCC (part funders through Our Manchester Investment Fund (OMIF) and Manchester Local Care Organisation (MLCO) which is responsible for the oversight of tactical commissioning of health and social care.
- 12.3 Whilst it is perceived that this governance model is fit for purpose, as the grant scheme is implemented and the model is operationalised, there may be a need for further governance and monitoring and so the model may change over time.



## 13.0 The Voice of Carers

- 13.1 The voice of Carers is important to this work on the basis of “nothing about us, without us” being a core philosophy and an ongoing commitment to co-production which has been woven throughout this work over the past few years. Carers from Manchester Carers Forum and the Gaddum Centre have been asked to join the presentation to Scrutiny to talk about their lived experience as a Carer and what should be put in place to ensure that Carers’

health and wellbeing is optimised in their caring role. This will provide carer insight on what their views are on how best to support them through a range of services, advice and information.

#### **14.0 The Voice of Members of Manchester Carers Network**

- 14.1 The Gaddum, Chief Executive Lynne Stafford, is the contracted provider to oversee MCN Network co-ordination and acts as Chair of MCN. The Vice Chair of MCN is Dave Williams, from Manchester Carers Forum. Both have been invited to Scrutiny to set out the case for change and their views on the prospects for better supporting more Carers through increased investment in the Our Manchester Carers programme.
- 14.2 There are two other key Members of MCN (which represent MCN on the Carers Partnership Group): Shirley Devine Chief Executive of Manchester Carers Centre and George Devlin, representing LMCP Care Link.

#### **15.0 Conclusions**

- 15.1 This report sets out a detailed update on progress to deliver a new offer to Carers living in Manchester, working in partnership with Manchester Carers Network and ensuring that there a determined drive to improve access to advice, help, information and services for all Carers. There is an urgent need to implement this new programme of reform to prevent carer breakdown, a key concern in adult social care. There is a strong desire across MCN and Adult Social Care to work seamlessly and collaboratively to make a difference to Carers. The increased funding, on top of existing funding, will transform the city's offer and will be closely monitored to ensure there is sufficient reach and activity to improve outcomes for Carers.

#### **16.0 Recommendations**

- 16.1 Members are invited to hear the views of officers of adult social care, the views of carers and also those senior officers delivering services to Carers as well as note and comment on this report.

## Appendix 1

### Our Manchester Investment Fund

The Council has developed its grant giving processes over a number of years through co-design with the Voluntary and Community Sector (VCS). Most recently that has been embodied in the work to develop the Our Manchester VCS grant fund (launched September 2017), which recognises and aims to support the vital contribution that VCS organisations make to meeting the outcomes of the Our Manchester Strategy in accordance with the Our Manchester principles.

#### **Our Manchester Outcomes**

- A Thriving city – creating great jobs and healthy business.
- Full of talent – attracting both home-grown talent and the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Connected – including world-class transport and broadband

#### **Our Manchester principles:**

- Better lives – it's about people
- Listening – we listen, learn and respond
- Recognising strengths of individual and communities – we start from strengths
- Working together – we build relationships and create conversations

The objectives of the OMVCS grant fund:

- To have a strong sense of citizenship and pride in the city.
- Collectively improve our health and wellbeing.
- Support the positive contribution older people make to city life and their communities and continue to be recognised as a pioneering Age-Friendly City
- Increase volunteering across the city.
- Support carers to carry out the invaluable work they do.
- Work to improve the resilience of individual and communities.

Having a strong, vibrant, diverse and thriving VCS in the city is important to achieving the vision and ambitions of the Our Manchester Strategy. As well as the Our Manchester Outcomes and principles, the Council has worked with the VCS to develop specific principles to support its grant giving process:

- The focus of all grant giving is achieving the best outcomes for Manchester people
- We set out our grant giving timescales and stick to them
- We only ask for the paperwork and documents we need and will use
- Our processes are transparent and we are accountable for the decisions we take

- We always take care to check we are giving grants to genuine organisations and we check that grant funding is spent properly
- For larger grants where possible we will fund for 3 or even 5 years

One of the key messages that we have heard from the VCS over the past few years, is the desire to have a relationship with a 'real person' (and not just emails and monitoring forms) and to work in partnership to deliver the best services possible to Manchester people. This is something that we have built into the OMVCS grant fund through a centralised Programme Team and Liaison Officers from other parts of the Council working with groups locally across the city; points of contact, telephone calls, visits, ongoing communication and opportunities to shape the way the grant funds/programmes continue to work.

### **Manchester Carers Network – List of Organisations and Current Funding**

<b>Name of Organisation</b>	<b>Total funding 2018/19 Awarded</b>
Moodswings	£26,460.00
Manchester Carers Forum	£100,000.00
Wai Yin Society	£205,233.72
Together Dementia Support CIC	£20,000.00
Talbot House Support Centre	£31,000.00
Alzheimer's Society	£43,333.00
African Caribbean Care Group	£29,972.00
Connect Support Limited	£55,836.00
Stroke Association	£35,829.36
Manchester Carers Centre	£80,446.00
<b>Development Fund</b>	
Indian Senior Citizens Centre	£12,715.00
Lifted GM AddVentures Project	£19,350.00
LMCP Care Link	£81,440.00
NEESA Well Woman Drop in Project	£28,298.00
Federation of Jewish Services	£15,197.10
African Caribbean Mental Health Services	£7,508.00
Himmat	£36,109.00
<b>Total</b>	<b>£828,727.18</b>

## Appendix 2

### Implementation of the Care Act 2014 as it applies to Carers & Checklist against new Vision for Carers

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
General Responsibilities and Universal Services	<p>Promoting Wellbeing:</p> <ul style="list-style-type: none"> <li>The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life</li> <li>Local Authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person</li> <li>The wellbeing principle applies in all cases...it applies equally to adults with care and support needs and their Carers</li> </ul>	<p>The Wellbeing Principles will be woven throughout the new Carers Offer by:</p> <ul style="list-style-type: none"> <li>Ensuring that all Members of MCN are trained on the Care Act 2014 (if not already)</li> <li>That all 'interventions' focus on outcomes and demonstrating how Wellbeing has been promoted for Carers</li> </ul>
Preventing, Reducing or Delayed Needs	<p>To meet the challenges of the future, it will be vital that the care and support system intervenes early to support individuals, help people retain or regain their skills and confidence, and prevents or delays deterioration wherever possible.</p> <p>The local authorities responsibilities for prevention applies to all adults and Carers:</p> <ul style="list-style-type: none"> <li>Carers, including those who may be about to take on a caring role or who do not currently have any needs for support which may not be being met by the local authority or other organisation</li> </ul> <p>For Carers and prevention, interventions to help Carers care more effectively and safely could include:</p>	<p>The communication and marketing campaign should hopefully 'reach' more Carers and encourage them to come forward to help and support</p> <p>The Universal Offer for Carers (advice/information and signposting) will deliver a preventative approach for Carers – helping them with their current level of caring and preventing Carer breakdown</p>

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
	<ul style="list-style-type: none"> <li>Timely and proportionate interventions or advice on moving and handling safely or avoiding falls in the home, or training for Carers to feel confident in performing basic care tasks</li> <li>Looking after their own mental health and wellbeing and coping mechanisms e.g. ICT or adaptations</li> <li>Accessing the advice, information and support they need including welfare benefits</li> </ul>	The new NHS Manchester Training Programme for Carers is already in place and will continue to offer timely and proportionate interventions and advice to Carers on how to stay safe and well in their caring role
Information and Advice	Local Authorities are responsible for ensuring that all adults including Carers in their areas with a need for information and advice about care and support are able to access it	<p>The new SPOC will have a clear identity and branding to ensure that all Carers know that the SPOC is a commissioned service by MCC</p> <p>The Communication and Marketing Campaign will encourage more Carers to come forward for help and support</p>
Market-Shaping and Commissioning	High quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers. The role of the local authority is critical to achieving this, both through the actions it takes to directly commission services, and the broader understanding and interactions it facilitates with the wider market that benefit local people and communities	The Commissioning of Manchester Carers Network to provide all the non-statutory services for Carers is best places to both understand and meet the needs of Carers. This will be monitored by commissioners during the lifetime of the Programme to ensure performance, deliverables and outcomes are achieved for Carers



Care Act Chapter	Specific requirements	How the new Vision for Carers will align
First Contact, identifying needs and assessment	<p>Carers can be eligible for support in their own right. The threshold is based on the impact a Carer's need for support has on their wellbeing. There is a 3-part eligibility test:</p> <ol style="list-style-type: none"> <li>1. The needs arise as a consequence of providing necessary care for an adult</li> <li>2. The effect of the Carer's needs is that any of the circumstances specified in the eligibility regulations apply to the Carer; and</li> <li>3. As a consequence of that fact there is, or there is likely to be a significant impact on the Carer's wellbeing</li> </ol>	Statutory Carer's Assessments will continue to be in place and offered to Carers. We want to enhance the statutory assessment through the SPOC so that ALL Carers receive both a SPOC, local offer as well as a statutory Carer assessment if they wish
Efficient and Effective interventions to fulfil assessment duties	<p>There are many examples of how local authorities have approaches their assessment and eligibility duties including:</p> <ul style="list-style-type: none"> <li>• Understanding who is best places to provide assessments within a local area and can ensure a proportionate approach</li> <li>• Exploring the cost of assessments and using them to inform local approaches to delegating all or some of the assessment functions</li> <li>• Using whole family approaches to better support Carers</li> <li>• Use of appropriate protocols between adults and children's services to support and identify Young Carers</li> <li>• Consideration of Integrated Assessments with health to reduce the need for multiple assessments</li> </ul>	<p>The Vision for Carers places greater emphasis on joint working between statutory and VCS interventions around Carers' assessments.</p> <p>Work is ongoing around Young Carers with Children's Services and support Young people to transition into adulthood as a seamless process</p> <p>There will be opportunities in MLCO to align/combine approaches for Carers assessments</p>
Charging and Financial Assessment	"Local Authorities are not required to charge a Carer for support and indeed in many cases it would be a false economy to do so. When decided whether to charge, and in determining what an appropriate charge is, a local authority should consider how it wishes to express the way it values Carers within its local community as partners in care,	MCC has no plans to charge Carers for any support service

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
	and recognise the significant contribution Carers make. Carers help to maintain the health and wellbeing of the person they care for, support this person's independence and enable them to stay longer in their own homes for longer..." ADASS (Association of Directors of Adult Social Services)	
Person-Centred Care and Support Planning	<p>Care and Support should put people in control of their care with the support that they need to enhance their wellbeing and improve their connections to family, friends and the local community. A vital part of this process for people with ongoing needs which the local authority is going to meet is the Care and Support Plan or Support Plan in the case of Carers.</p> <p>The person must be genuinely involved and influential through the planning process. It should be made clear the plan 'belongs' to the person it is intended for, with the local authority role to ensure the production and sign off of the plan to ensure that it is appropriate to meet the identified needs</p> <p>The personal budget in the Support Plan will give everyone clear information about the costs of care and support and the amount the local authority will make available. This must include an option to take a Direct Payment</p>	<p>MCC Adult Social Care is fully compliant with the Care Act and meets people's needs with either arranged services or a direct payment.</p> <p>Prepayment cards are shortly going to be introduced for people to take a direct payment as a preloaded card. This will enable increase back office efficiencies and a timely and proportionate delivery for Carers</p>
Use of 'Replacement Care'	Replacement Care used to be known as Respite or Short Breaks. This new terminology Replacement Care is much more acceptable and does not depict a burden on Carers e.g. respite definition = <b><i>a short period of rest or relief from something difficult or unpleasant</i></b>	Whilst replacement care is available and offered to citizens and Carers, the provision is currently poor with limited external care providers available for short term replacement care. However, the new homecare procurement will be enable

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
		episodic replacement care e.g. a sitting/short care service to be easily put in place
Use of a Carer's Personal Budget	<p>Local Authorities must have regard to the Wellbeing Principles of the Care Act as it may be the case that the Carer needs a break from caring responsibilities to look after their own physical, mental health and emotional wellbeing and to spend time with other members of the family and personal relationships. Whether or not there is a need for replacement Carer, Carers are entitled to look after their own Wellbeing via:</p> <ul style="list-style-type: none"> <li>• A course of relaxation classes</li> <li>• Training on stress management</li> <li>• Gym or leisure centre membership</li> <li>• Adult learning</li> <li>• Development of new work skills or refreshing existing skills</li> <li>• Pursuit of hobbies such as the purchase of a garden shed</li> <li>• Purchase of a laptop/broadband so they can stay in touch with family and friends</li> </ul>	<p>MCC Adult Social Care is fully compliant in this area, although the Carers Budget is significantly underspending.</p> <p>There will be some design work around the use of this budget and how it can be potentially aligned to the SPOC/Targeted Delivery to help Carers earlier. This will be managed and overseen by Commissioning and ensuring a balanced budget is maintained.</p> <p>Further work will be done on an analysis of Carers spend to glean vital intelligence in this area.</p>
Review of Support Plans for Carers	<p>Good practice dictates that reviews should include:</p> <ul style="list-style-type: none"> <li>• Process for review Carer Support Plans should be proportionate and take into consideration risk and fluctuating needs</li> <li>• Consideration should be given to the method of review and making options available to Carers</li> <li>• Reviews should be person-centred and outcome focused</li> </ul>	<p>This is a vital strand of the new Carers Vision – reaching more Carers earlier in the process and introducing flexible ways for them to receive a review of their needs (currently annually). The SPOC can maintain contact with Carers on a regular basis to</p>

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
	<ul style="list-style-type: none"> <li>The review should be intrinsically linked to any change in circumstances or presenting need</li> <li>Consideration should be given to the timing of the first review and subsequent reviews</li> </ul>	ensure their needs are being met
Adult Safeguarding	<p>Circumstances in which a Carer could be involved in a situation that may include a safeguarding response include:</p> <ul style="list-style-type: none"> <li>A Carer may witness or speak up about abuse and neglect</li> <li>A Carer may experience intentional or unintentional harm from the Adult they are trying to support or from professionals or organisations they are in contact with</li> <li>A Carer may unintentionally or intentionally harm or neglect the adult they support on their own or with others</li> </ul>	MCC and MSAB have clear guidance and procedures in place for any adult safeguarding matter
Integration and Partnership Working	<p>For people to receive high quality health and care and support, local organisations need to work in a more joined up way.</p> <p>Under the Care Act, local authorities have responsibilities to promote integration with health services in order to improve the wellbeing of adults with care and support needs and Carers, prevent or delay the need for support, and improve the quality of care and support.</p>	<p>MCC is well advanced in this area with the integration of services and commissioned as delivered by MHCC and MLCO.</p> <p>Much more work needs to take place in relation to Carers. This Strategy will underpin and enable joined up delivery of health and care services for Carers going forward</p>
Transition to Adulthood	Local Authorities must assess the needs of Young Carers as they approach adulthood. For instance, many Young Carers feel they cannot go to university or enter employment because of their caring responsibilities. Transition assessments and planning must consider how to support Young Carers to prepare for adulthood and how to raise and fulfil their aspirations.	Children's Services has now appointed a dedicated Young Carers Officer. This officer has now joined the Carers Partnership Group and the Lead Commissioner for Adult Carers

Care Act Chapter	Specific requirements	How the new Vision for Carers will align
	Local Authorities should indicate how it would meet the eligible needs of any family members that were previously being met by the Young Carer	has joined the Children's Carers Delivery Group. There is the intention to improve the transition experience/journey for Young Carers going forward as part of this Strategy
Delegation of local authority functions	<p>Part 1 of the Care Act sets out local authorities' functions and responsibilities for care and support. Sometime external organisations might be better placed than the local authority itself to carry out some of its care and support functions. This power is intended to flexibility for local approaches to be developed in delivering care and support and to allow local authorities to work more efficiently and innovatively, and provide better quality care and support to local populations</p> <p>Good practice means:</p> <ul style="list-style-type: none"> <li>• Local Authorities retain ultimate responsibility for how its functions are carried out</li> <li>• Individual wellbeing should be central to any decision to delegate a function</li> <li>• Consideration should be given to the contracting and monitoring arrangements for any delegated functions</li> <li>• The use of information technology and reporting requirements to the local authority</li> <li>• Required skills, training and competencies of staff undertaking these functions</li> <li>• Expected standards and outcomes by the external organisation</li> <li>• How complaints will be handled</li> </ul>	

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## Appendix 3

# Carers charter

## for Greater Manchester

We believe all carers have a right to be respected, valued and supported, equally in their caring role, as experts for their cared for and as individuals in their own right.

### What is a Carer?

A carer is someone of any age who supports, unpaid, a relative, partner or friend who due to physical or mental illness, disability, frailty or addiction could not manage without that support.

### As a carer you can expect

- To be identified as a carer as early as possible, be informed, be respected and included by health and social care professionals.
- To have choice and control about your caring role, get the personalised support you need as a carer to meet you and your family's needs.
- To be able to stay healthy and well yourself, and for your own needs and wishes as an individual to be recognised and supported.
- To be socially connected and not isolated.
- To be supported to fulfil educational and employment potential, and where possible in maintaining employment.
- If you are a young carer or young adult carer, to be supported so you are able to thrive and develop educationally, personally and socially, and you are protected from excessive or inappropriate caring roles.

### Having a voice - Carers as equal partners

- Valued, respected and recognised as 'experts by experience', in monitoring and reviewing services, and co-production to redesign, commission or procure carer support services.
- Supporting and developing training programmes to raise the awareness and understanding of the needs of carers and their families, and of local carer support services for health and social staff and partner organisations.

### Working together in partnership

- To ensure the independence and physical and mental health of all carers and their families.
- To empower and support all carers to manage their caring roles and have a life outside of caring.
- To ensure that all carers receive the right support, at the right time, in the right place, including when caring comes to an end.
- To respect all carers' right to decide and choose in relation to how much care they will provide and respect all Carers' decision about not providing care at all.
- To ensure all carers will be respected and listened to as expert care partners, and will be actively involved in care planning, shared decision-making and reviewing services.

Greater Manchester Health and Social Care Partnership, local authorities and voluntary and community organisations are committed to working together in partnership to provide the best quality support for all carers, through our commitment to carers and action plan.



GREATER MANCHESTER VCSE  
DEVOLUTION REFERENCE GROUP

GMCA  
Greater Manchester  
Community  
Association

**NHS**  
in Greater Manchester

## **Carers Charter for Greater Manchester**

In Greater Manchester we believe all Carers have a right to be respected, valued and supported, equally in their caring role, as experts for their cared for and as individuals in their own right.

The Greater Manchester Health and Social Care Partnership, Local Authorities and Voluntary & Community organisations are committed to working together in partnership to provide the best quality support for all Carers, through our Commitment to Carers and Action Plan.

### **As a Carer you can expect**

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- To have choice and control about your caring role, get the personalised support you need as a Carer to meet you and your family's needs.
- To be able to stay healthy and well yourself, and for your own needs and wishes as an individual to be recognised and supported.
- To be socially connected and not isolated.
- To be supported to fulfil educational and employment potential, and where possible in maintaining employment.
- If you are a Young Carer or Young adult Carer, to be supported so you are able to thrive and develop educationally, personally and socially, and you are protected from excessive or inappropriate caring roles.

### **We commit to work together in partnership to**

- Ensure the independence and physical and mental health of all Carers and their families
- Empower and support all Carers to manage their caring roles and have a life outside of caring
- Ensure that all Carers receive the right support, at the right time, in the right place, including when caring comes to an end.
- Respect all Carers' right to decide and choose in relation to how much care they will provide and respect all Carers' decision about not providing care at all
- Ensure all Carers will be respected and listened to as expert care partners, and will be actively involved in care planning, shared decision-making and reviewing services.

### **Across Greater Manchester Carers will be equal partners**

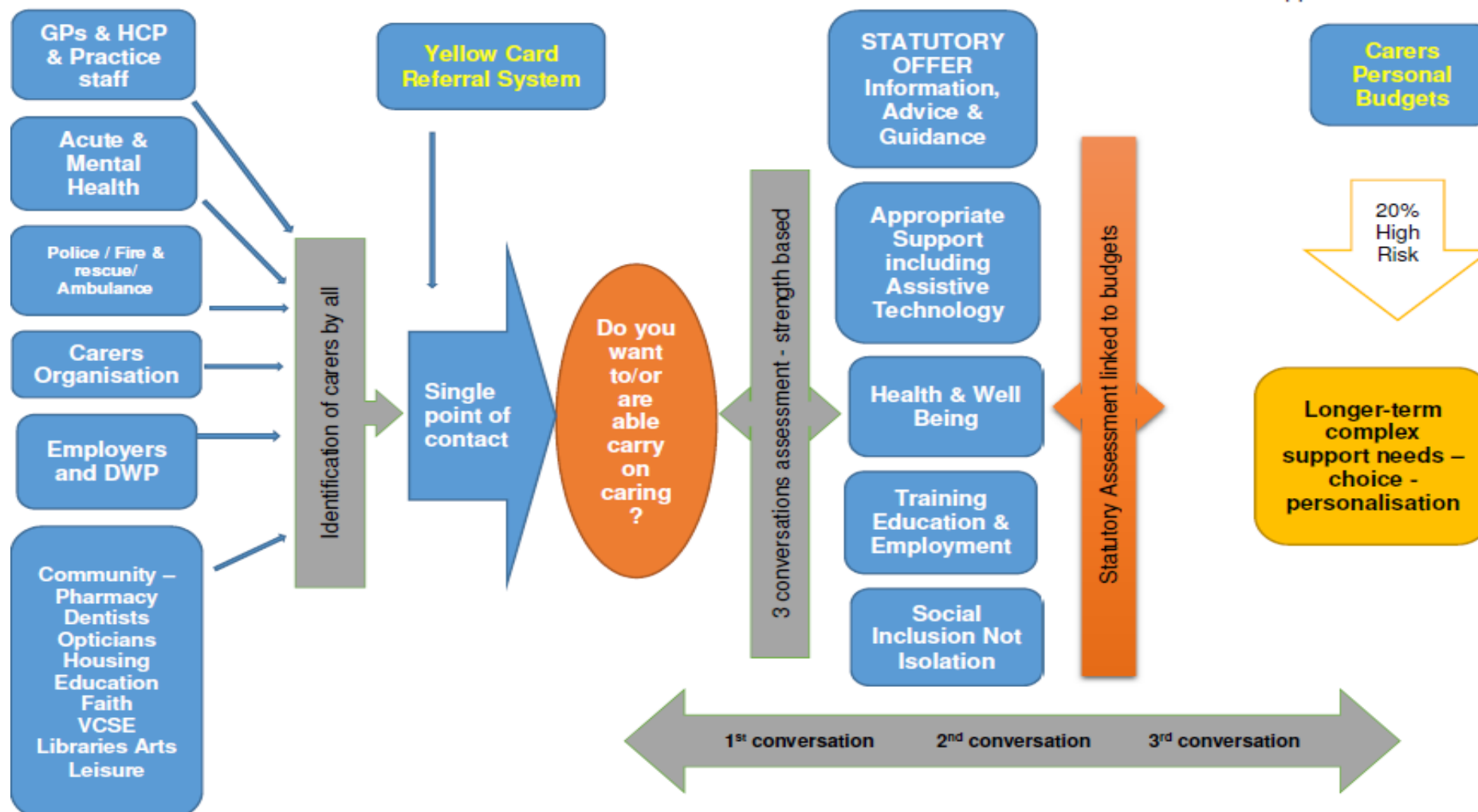
- Valued, respected and recognised as 'experts by experience', in monitoring and reviewing services, and co-production to redesign, commission or procure Carer support services.
- Supporting and developing training programmes to raise the awareness and understanding of the needs of Carers and their families, and of local Carer support services for health and social staff and partner organisations.



## Appendix 4

### GM Carers Support Exemplar Model

### Appendix 2



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