

Our Manchester Carers Pathway Evaluation Report

Appendix A to Health Scrutiny Committee Report

December 2021

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**Manchester Local
Care Organisation**



**MANCHESTER
CITY COUNCIL**

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BACKGROUND

The Our Manchester Carers Pathway began implementation in March 2020, after securing a 2-year £1.5m investment for Carers in Manchester. This report is an evaluation of the last 18 months of delivery, where Adult Social Care (ASC) Commissioners have adopted a strong collaborative and partnership approach to working with the Carers Manchester Network and Health colleagues, in the development of 'Carers Manchester'.

The pathway is made up of 5 primary functions – Carers Manchester Contact Point (CMCP), Enhanced Network Co-ordination, Communications & Marketing, Locality Partnerships and Learning & development.

Carers Manchester Contact Point – A first point of contact for Carers in Manchester. CMCP delivers a multi-channel helpdesk support service, providing information, advice & guidance, linking carers seamlessly to local services in the community, statutory assessments and building a centralised database of Manchester carers whilst promoting a quarterly newsletter.

Enhanced Network Co-ordination - Further development and strengthening of the Carers Manchester Network. Providing co-ordination across the network and localities, facilitating monthly network meetings, developing knowledge, awareness and improving links. Within network co-ordination sits a Pathway Programme Manager, Data/Senior Admin, Network and Locality Coordinator roles.

Communications & Marketing – Carers Manchester has a vibrant and far-reaching carer awareness and communications strategy, to promote and celebrate the work across the pathway. The Communications group work in partnership with Communications colleagues in Manchester City Council (MCC), Manchester Local Care Organisation (MLCO), Integrated Neighbourhood Teams (INTs) and Mental Health (GMMH), to align expertise and reach, agreeing campaigns and materials with the ultimate aim of promoting the pathway and finding ways to reach 'hidden' and unknown carers, informing of the gateway to support.

Neighbourhood Locality Partnerships – Within the 3 localities (North, Central and South) lead providers in their partnerships work towards providing/linking in with localised specialist support that can't be provided by CMCP, raising awareness, engaging with carers and local services (INT's, GP's), recognising 'unmet need' and developing new services and routes to into the pathway for support. Partnerships are made up of a lead provider, funded partners and associate partners:

Locality	Lead Provider	Funded Partners	Associates
Carers Manchester North	Manchester Carers Centre	Alzheimer's Society Moodswings	Talbot House The Fed Hopewell (Formally Black Health Forum)

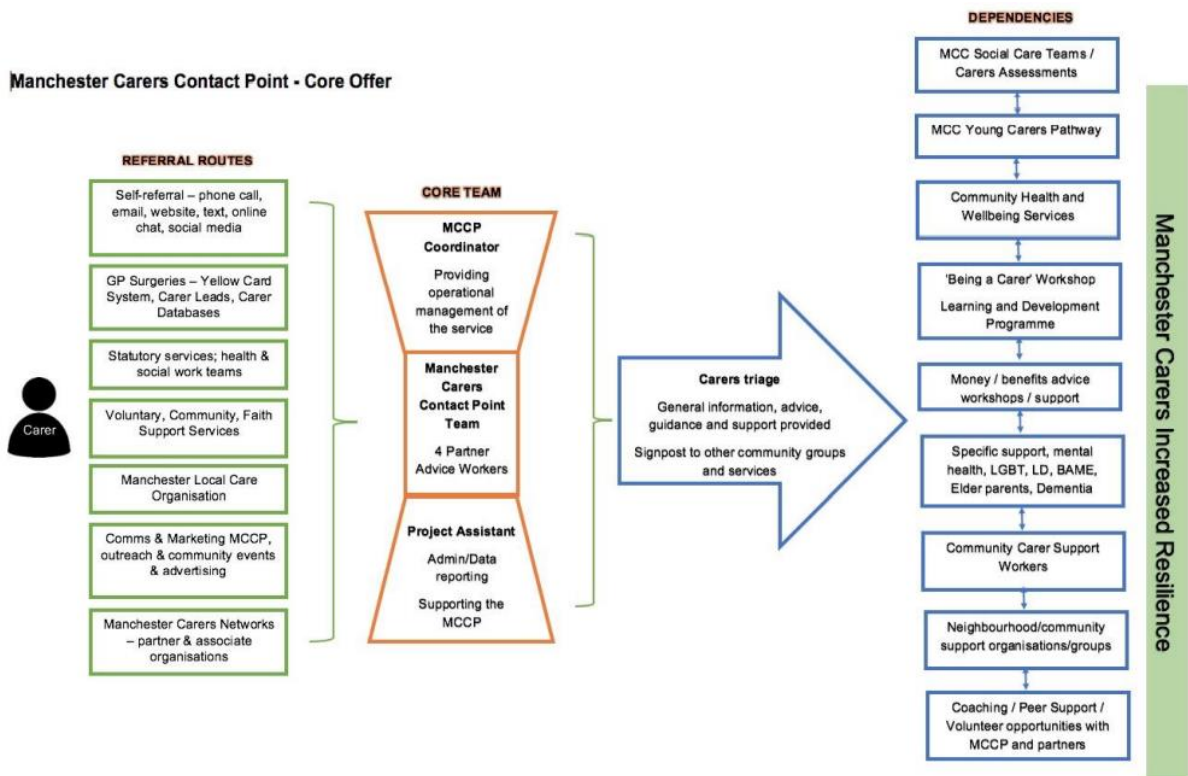
Carers Manchester Central	African Caribbean Care Group (ACCG)	African Caribbean Mental Health Services LMCP	Himmat Alzheimer's Society Stroke Association
Carers Manchester South	Manchester Carers Forum	Lifted Together Dementia Support Connect Support	Wai Yin Society

Learning and development - The Carers Learning & Development Programme (NHS funded) provides training, workshops and 1:1 courses for carers in areas such as being a carer in Manchester and welfare benefits advice. The overall aims of the programme are to enable carers to feel more confident in their caring role and build their resilience and develop skills and knowledge to improve their health and wellbeing.

Additional to the 5 primary pathway functions, there are workstreams in Data/Performance Management, Assessments, Carers in employment and Equality. This is a developmental stage of the pathway, and it is recognised there is scope to develop it further, starting with a strong respite offer and more, highlighted throughout this report.

The impact of Covid-19 cannot be underestimated and has meant some areas of the pathway have not yet been fully realised, which will be rectified as we move out of the pandemic.

Manchester Carers Contact Point - Core Offer



CARER LINES OF ENQUIRY

This evaluation has been split into 6 themes - Carer lines of enquiry (CLOE), to evidence if Commissioners and partners have achieved what we committed to from the Greater Manchester Carers Charter and Our Manchester Carers Strategy.

How have we enabled carers voices, from all communities and across equalities themes, to be heard in the development and service delivery of the key aspects of the Pathway?

How have all partners worked together effectively, in the design and delivery of the Pathway?

How have we communicated effectively with all carers, and relevant Organisations across Manchester?

Following implementation of the Single Point of Contact, can we measure the effectiveness of Carers Manchester Contact Point for the benefit of carers?

How have we provided carers with the opportunity to access effective interventions via the pathway, which supports their health and wellbeing during the pandemic?

What financial benefit, and added Social Value, has the introduction of the Carers Pathway brought to carers, partners and the health and social care economy in Manchester?

CARER LINES OF ENQUIRY

How have we enabled carers voices, from all communities and across equalities themes, to be heard in the development and service delivery of the key aspects of the Pathway?

Commissioners know it is vital to listen to carers, Voluntary Community Sector (VCS) colleagues and professionals and involve people in service design in line with strengths based and practice-led commissioning practice. This has always been our approach when designing and implementing the pathway. We need to understand carers needs and ensure support available to them will have a positive impact on their wellbeing and caring role. Carers have been involved in service design from the start. Examples include:

- Board meetings
- Contact Point Delivery Group
- Locality meetings
- Selection panels (when choosing providers who have bid to provide services)
- Awareness campaigns (design and in the campaign itself)
- Carers Panels (online launch of pathway included a discussion with 3 carers and then executive member, Bev Craig)
- LGBT Carer research
- Post evaluation surveys on the quality of CMCP
- Customer satisfaction surveys post statutory assessments

We also work in partnership with Children's Services colleagues to ensure the voice of Young Carers and Young Adult Carers are heard and included.

Carers Manchester South (Locality Partnership) conducted a 'gap analysis' report for their locality, proactively reaching out and speaking to 116 carers, with a variety of questions to establish the priority of need as well as analysing what is currently available in the locality.

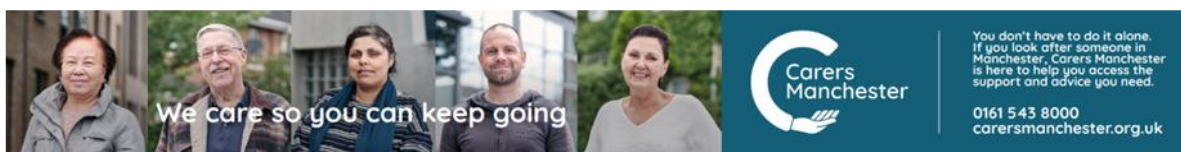
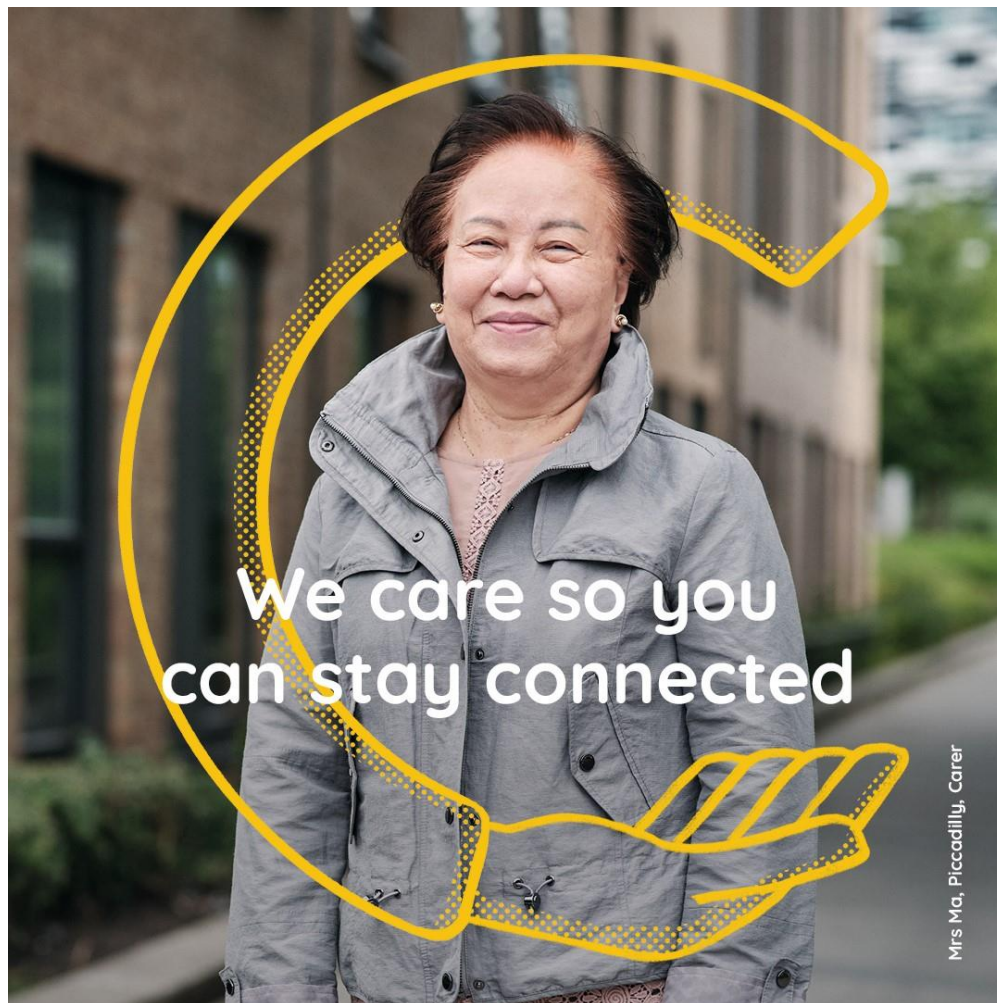
This in-depth analysis has provided a rich evidence base to plan for future services and has led to 2 new carers support services being designed with and for carers, as well as further highlighting the need for an improved respite/carer break offer.

Key learning for the future

Whilst Carers Manchester and Commissioners have tried to include carers in all we do, and advisors ask anyone getting touch with the Contact Point if they would like to be involved in future discussions (where appropriate), there is work to do to ensure as many equality groups and demographics are included. For example, we know most identified carers are women, and men are less likely to be forthcoming in asking for help (South gap analysis report). We could approach support for men differently, but we need to understand their needs better first. To support this, we are developing a Carer Focus Group, which will evolve and give us a network of Carers who can give us

valuable insight and intelligence when designing services or developing future commissioning intentions.

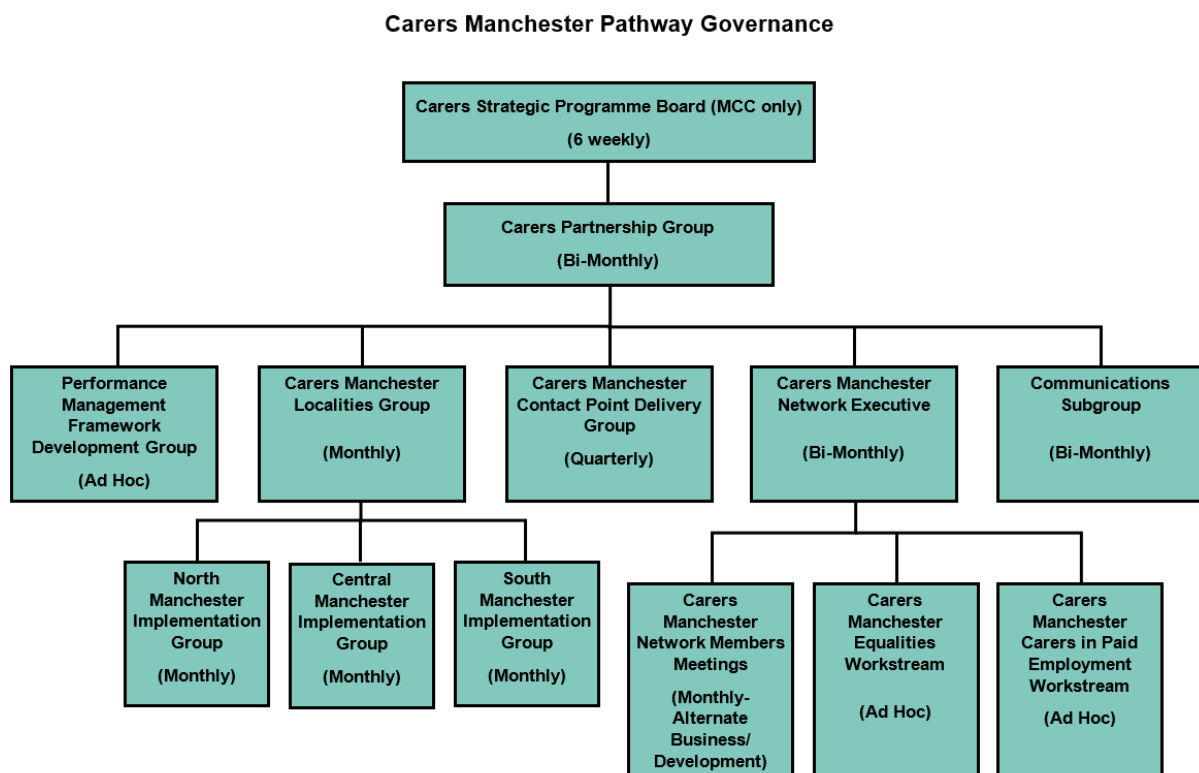
However, we need to know the full picture and run the same research in North and Central first, knowing there are big differences between each locality. For example, in Central we can work with one of our partners, African Caribbean Care Group (ACCG) to understand the needs of Black, Minority Ethnic carers better, and provide culturally appropriate information and services.



CARER LINES OF ENQUIRY

How have all partners worked together effectively, in the design and delivery of the Pathway?

ASC commissioning have worked in partnership with VCS, Mental Health, Children's Services and Assessment colleagues from the beginning of the pathway development. The Carers Partnership Group (CPG) was formed in November 2019 and is made up of key people from all those areas and continues to oversee Governance and developments. A strategic programme board sits above, with multiple boards and sub-groups all working together on different aspects of the pathway. Any developments are signed off through the CPG and Network Executive.



Our Carers Assessment team have been working closely with CMCP to ensure a smooth flow of referrals. The Carers Assessors have been very supportive in the development of processes and had regular contact and input to ensure issues were addressed straight away, whilst supporting the CMCP team to learn about carer needs and our statutory duties as a Local Authority.

In the localities, the partnerships formed have brought about strong relationships on both an organisational and individual level. Partners have been enabled to share skills, knowledge and experience from the host organisations and share across their area to build a strengthened team, with the structures in place for that to be shared citywide.

All of this is managed through enhanced Network Co-ordination, with Programme management, Network and Locality Co-Ordinator's ensuring everything is running smoothly, working alongside ASC colleagues. The Carer Manchester Network meets on a monthly basis, with alternate workshops on any relevant topics and gives everyone a chance to discuss and collaborate.

Key learning for the future

Working in partnership on such a large pathway can be challenging, with so many organisations, areas and voices, but ultimately it means we can provide relevant and meaningful support to carers in Manchester.

It has been a challenge to get a common understanding of the Locality Partnership Offer and trying to ensure everyone is working to the same processes whilst allowing for innovation and local developments. Data gathering in one consistent way has been a particular challenge, and going forward, this will all be agreed and made clear in advance of developing the next stages of the pathway due to the importance of data allowing us to evidence the effectiveness and impact of the work.

Whilst Carers Manchester have made some progress in engaging and working with MLCO Primary Care and INT colleagues, it has to be recognised that the pandemic has been their priority. However, the amount of new people caring due to Covid-19 and the extra strain on existing carers means it is even more important that we continue to work in partnership and 'think carer' has to be engrained in everything our health and social care colleagues do. Carers are a main priority for ASC and we will continue to work alongside MLCO to ensure the message is coming from the top down as well as ensuring the front line are aware and promoting the pathway as standard.

CARER LINES OF ENQUIRY

How have we communicated effectively with all carers, and relevant Organisations across Manchester?

As Commissioners are part of the MLCO, it puts us in a strong position by having links to a variety of areas in the Local Authority, Mental Health, Children's Services and Primary care which are all relevant to carers. This allows us to work in partnership with representatives and ensure that any work we are doing is positively communicated across all areas. We have had mixed success with some GP's and areas of health, but this is expected with priorities being on the pandemic and vaccinations. Ultimately, we are working towards GP's having a process to directly refer carers into the pathway.

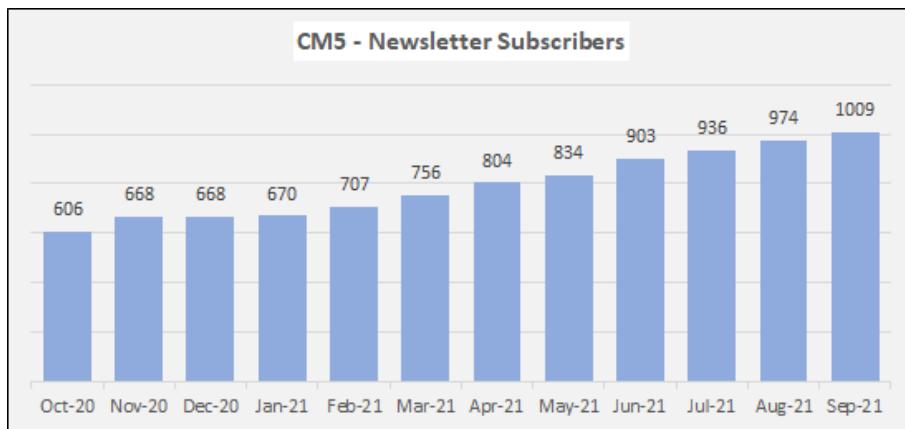
Work to date includes:

- Attending local, Greater Manchester and National carers groups, promoting our work at all levels
- Carer and Cultural Awareness sessions run through the Locality Partnerships
- Carers Awareness Campaign (on public transport, online and around the city)
- Attending GP Forums
- Carers Manchester Contact Point
- Briefing MLCO Executives
- Attending Social Worker/Assessor Team Meetings
- LGBT 'Can you see us' report
- Pharmacy newsletter and in-store promotional materials
- Social Media presence
- Employer carer awareness (Manchester University and NatWest initially)
- Integrated Neighbourhood Team meetings
- Manchester City Council internal communications
- Carer 'Roadshows' in the localities

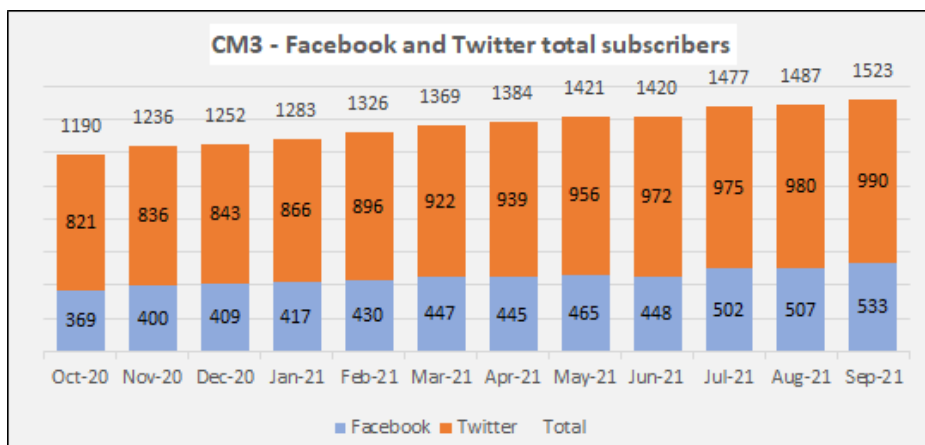
In my local #Chorlton @BootsPharmNews and genuinely thrilled to see a small pile of these on the counter.. Super clear large print leaflet and pre paid envelope.. This is how you reach out to people! 🙌👏🥳
Thanks to @CarersMcr @zoer320 @mcrlico 🙌👏



Carers Manchester produce a quarterly newsletter, outlining all the work that has been taking place. It is emailed to carers and printed copies are posted to those carers not currently online or able to use a computer.



As more people are online, particularly now, Carers Manchester have worked on building a strong online social media presence, to reach known and unknown carers (people who may not recognise their role as a carer) with targeted advertising.



In February 21, due to the strength of the partnership that has developed; Commissioners, Heath Colleagues and the Carers Manchester Network worked together to ensure as many carers could be offered their vaccination, in line with the Joint Committee on Vaccination and Immunisation (JCVI) guidance at the time. Over 3,000 carers were offered this due to our combined work, and enquiries to CMCP more than doubled from January to February, with an additional 25% percent increase in both March and April. Website hits increased by more than half over March and April, and we saw an 35% percent increase in people registering for our Newsletter/Carer database. This could not have been achieved if it wasn't for the processes developed and links within the organisations.

Carers Manchester and Commissioners will continue to work with employers, with the overall aim of becoming a 'Carer friendly city', engaging with carers earlier in their journey, recognising that people don't always see themselves that way or realise the effect it could have on their own wellbeing.

Key learning for the future

Whilst we are all very proud of the amount of awareness raised, there is more work to ensure we are reaching carers across all areas of Manchester's diverse communities and identifying new and 'hidden' carers. Carers Manchester must build on the relationships formed over the past 18 months, ensuring all MLCO, Health and Mental Health colleagues are fully aware of and actively promoting the offer.

This has always been a priority and we will continue to promote initiatives such as the LGBT working group and Libraries schemes through the communications campaign work and Locality Partnerships. Commissioners must work to understand cultural differences and always include a wide range of views and allow our partners to produce campaign materials that are relevant to their service users, whilst still having the overall Carers Manchester branding and contact details.



CARER LINES OF ENQUIRY

Following implementation of the Single Point of Contact, can we measure the effectiveness of Carers Manchester Contact Point for the benefit of carers?

The Our Manchester Carers Pathway centres around the single point of contact - Carers Manchester Contact Point. As a group and partnership, we have worked hard developing processes to ensure that any carer who becomes known to either a statutory service or local specialist service in the community can be referred seamlessly for information and advice and be informed of further support if required.

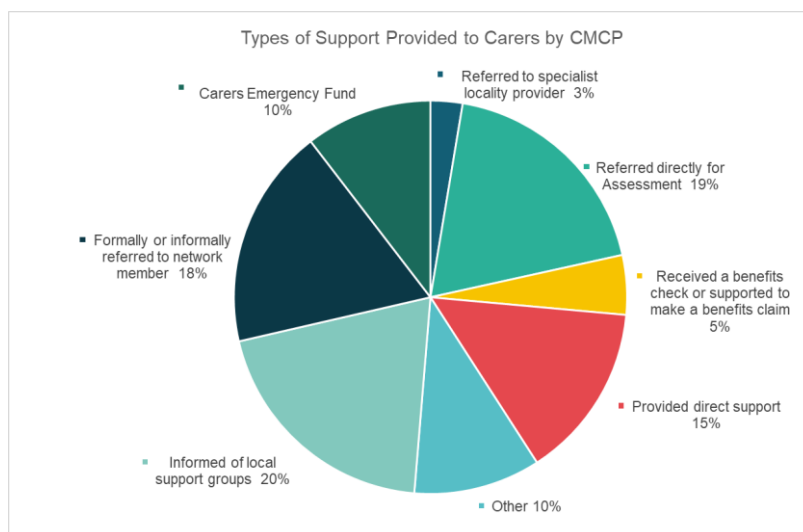
Since launching in August 2020, CMCP has handled 4,923 enquiries (as of end October 21), with a further breakdown –

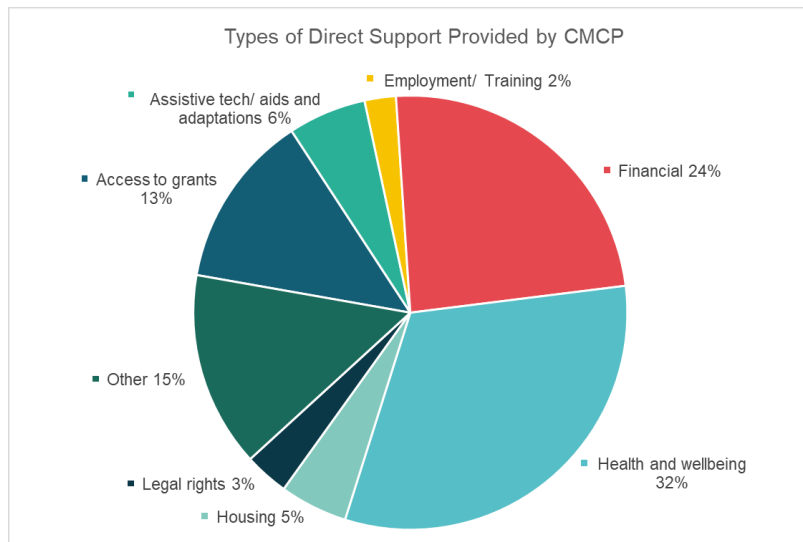
1302 unique carers have been supported
373 of the those supported were new carers
650 carers were referred for a Carers Assessment
348 carers were supported to make a Carers Emergency Fund application
496 carers received direct support from CMCP (support regarding a specific topic)

A random selection of carers are contacted 3 and then 6 months after their initial enquiry, to check in and ensure the support offered was effective. Of those who have responded, the average score on questions about how easy or difficult it was to get in touch, how welcoming and approachable the staff member was and how useful the information received was, is **4.8 out of 5**, which shows the professionalism of the team and how effective the support for carers can be.

“We talked about a Carers Assessment, but what struck me is how Contact Point can help in other matters – even matters I didn’t think they could help with”

You can see from the below graphs the reasons carers are calling and how they have been supported on a wide range of matters -





Due to the pandemic, the CMCP team have only met in person once, with everything being set up and delivered remotely, which is a brilliant achievement. The team meet virtually regularly and invite other services and key people to exchange information on what they do, whilst continuing to learn about statutory services and carer issues.

Key learning for the future

The original remit of CMCP was to provide advice, information, and signposting, but it is now clear that the calls can be very emotional for carers and can require more of a case work approach, with multiple follow ups. Commissioners will consider this in future design of the services. We are exploring options as to whether there would be increased benefits of more closer working arrangements, for example, the Carers Assessment Team having more alignments to CMCP.

"I found the advisor to be professional and courteous. I have dealt with scores of individuals in similar roles and her excellence was immediately evident."

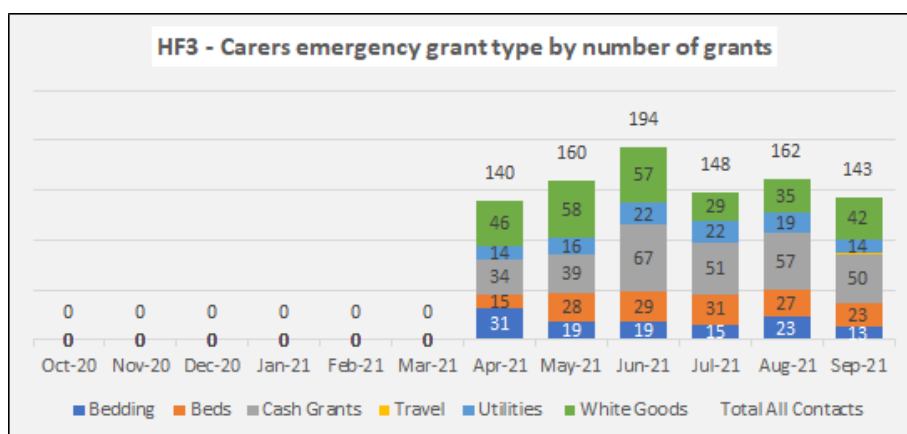
Whilst there is data which shows the information provided was helpful, Commissioners must be able to show the impact the pathway is having, such as a reduction in ASC services like Homecare and Residential care due to the interventions. The aim of our commissioning practice is to prevent and reduce health decline, and we know carers help significantly towards that. Further work is being developed on this with our Performance, Research and Intelligence (PRI) colleagues within Manchester City Council.

CARER LINES OF ENQUIRY

How have we provided carers with the opportunity to access effective interventions via the pathway, which supports their health and wellbeing during the pandemic?

Before the Pathway was implemented, there were various ways people could access information and support, but this could depend what locality you live in or who you contacted, depending on your needs. If you contacted Manchester City Council's Contact Centre, you would be referred for a carers assessment which generally leads to a Personal Budget. We know that is not always the answer, and information and advice/signposting can be just as valuable to a carer.

During the beginning of the pandemic, a £100k hardship fund was made available to carers, to support in cases of financial crisis, for small cash grants or items like bedding and white goods. Through partnership lobbying, Commissioners and Carers Manchester secured the same amount the following year and this process is now managed through CMCP, making it easy to identify and refer carers who meet the criteria.



Network members adapted well during the pandemic and provided online and telephone support as well as virtual coffee mornings and signposting to potential digital support, free devices and internet access through Manchester City Council's Digital Inclusion scheme, where carers are recognised as an eligible group.

As the economy continues to reopen, free activities for carers are being introduced again, such as monthly tickets for Hallé concerts, trips to the National Football museum and face to face coffee mornings.



"Being a carer and working full-time, it can be a struggle, but I am now aware of a safety net, that being Carers Manchester Contact Point. It has given me such peace of mind to know I have somewhere to go to for advice and I am so happy that I am now on their list to receive a newsletter informing me of other useful and much-needed information"

The NHS funded Learning & Development programme continued to be delivered during the pandemic, with online workshops and 1:1 support in areas such as moving and handling, managing stress and Worry vs Problem Solving. Attendance was understandably lower than pre-pandemic, but the outcomes of those that attend continue to be overwhelmingly positive -

- **77%** reported an improvement in their stress levels and ability to cope
- **76%** reported an improvement in self-care
- 81% of participants reported feeling socially isolated prior to the course with **92%** reporting an improvement afterwards
- **76%** reported improved Mental Health & Wellbeing

Key learning for the future

Due to the pandemic, it is estimated 1 in 4 UK adults provide some form of unpaid caring (Carers UK state of caring 2021 report). Carers Manchester know a lot of people won't recognise themselves that way. Now more than ever, we must ensure people are aware of and have access to quick accessible information, advice and support in a variety of ways.

It has been identified carers need time away from their caring role, with or without the person they care for, to maintain their own health and wellbeing and reduce feelings of social isolation.

Commissioners are in the process of developing a respite service, which will have a variety of offers, to allow for multiple situations. There needs to be quick and flexible access to a service, such as daycare, temporary residential care or homecare.

One model we are looking at, is 'MyTime' in Liverpool, which connects carers to businesses and organisations, offering complimentary leisure, cultural and educational activities. We will develop this with the Carers Manchester Network to ensure we are not repeating what is already out there and complimenting the existing offers.

There is a good opportunity to build on the outcomes of the Learning & Development programme now that face to face workshops can be delivered alongside a newly introduced online digital platform and e-learning modules. Direct referrals will be made through CMCP, Carers Manchester Network Members and via the Carers Manchester website. The digital platform is hosted by Carers UK but there are plans to incorporate it into the Carers Manchester website, improving the user experience and making it more visible whilst reducing costs.



"I think if it hadn't come along [Covid], then my sister would have been carrying on and managing on her own. It was because of the pressures of Covid and lockdown, she was forced to ask her family for help. So that's how I became involved..."

"...I'm trying to balance working full time and having a life of my own. It is very pressurised for everyone"

CARER LINES OF ENQUIRY

What financial benefit, and added Social Value, has the introduction of the Carers Pathway brought to carers, partners and the health and social care economy in Manchester?

The introduction of the pathway, and investment in carers, has also meant investment in our Voluntary Community Sector; not only in jobs created for the network partners, but in developing strong partnerships and relationships where we can learn from each other for the benefit of carers.

The hardship fund has brought some financial benefit to carers, along with improved links to additional support through the pathway and CMCP, such as welfare benefits advice and a Personal Budget.

Through improved Network Co-ordination, Network members can access more information on additional funding/grant opportunities and receive support in applying. The members have been enabled to work in partnership to strengthen applications and additional funding has been brought into the pathway, which demonstrates sustainability outside of Manchester City Council and NHS funding.

By continuing to support carers to access Covid-19 vaccinations and boosters, it is hoped people start to feel more confident getting out and about where possible, generally and through our improved respite offer, bringing Social Value to the city.

Key learning for the future

As Commissioners and Carers Manchester continue to grow the pathway and make more people aware through engagement and awareness campaigns, we must ensure the Carers Manchester Network and VCS sector has the capacity to deal with any extra demands, with extra support and ongoing long-term investment, whilst also supporting carers to stay in employment, developing skills where appropriate.

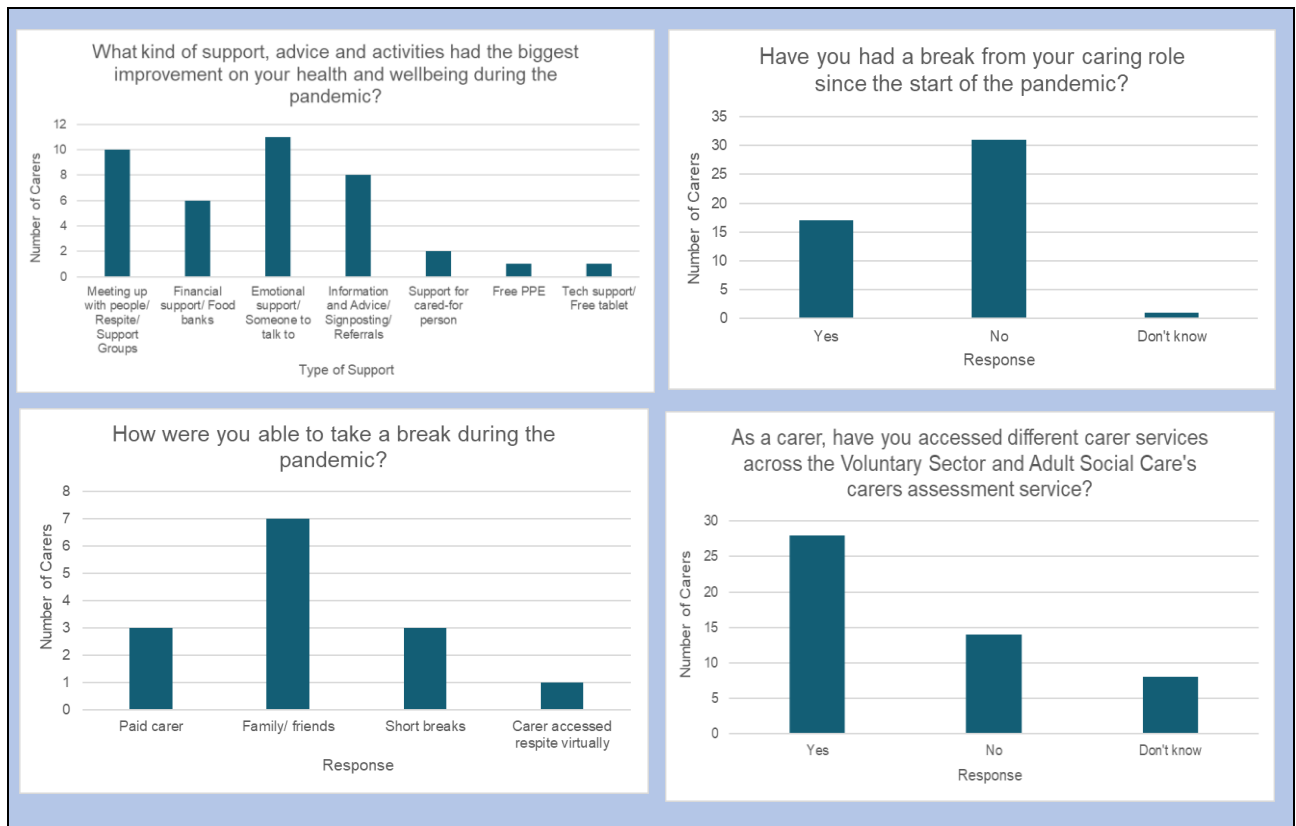
Data has been an ongoing challenge within the pathway; not in the collection of it but doing so in a consistent way across the Network and pathway, to be able to link up with ASC data and outcomes so Commissioners can measure the true impact the work is having on other statutory and health services. This is one of our main priorities as we move to develop the pathway's next stage.

SURVEY RESULTS

A survey was developed between Commissioners and Carers Manchester, to ask carers, professionals who work with carers (from VCS organisations and Social Workers/Assessment teams) and our Network Members their experience of the Our Manchester Carers Pathway. Questions are based around the 6 themes of this evaluation -

Carers (50 responses)





Carers Survey Results Summary

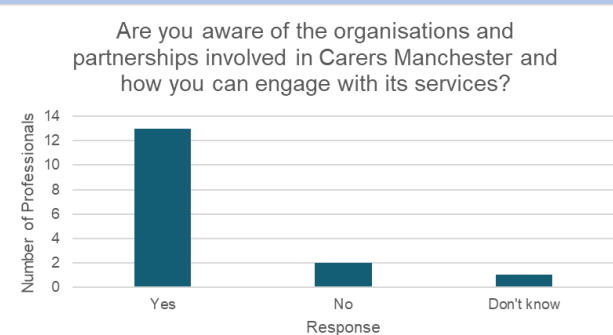
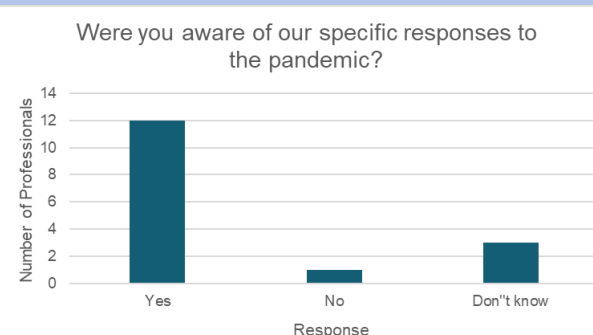
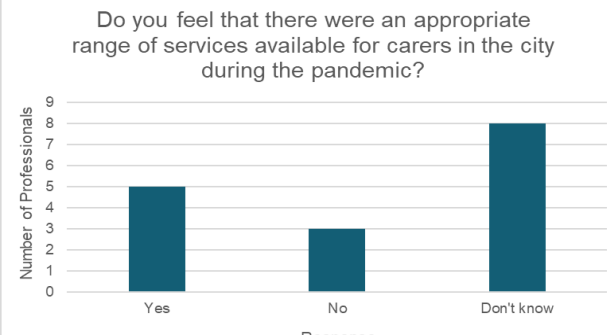
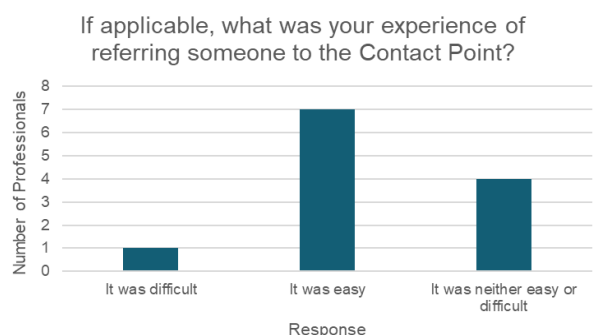
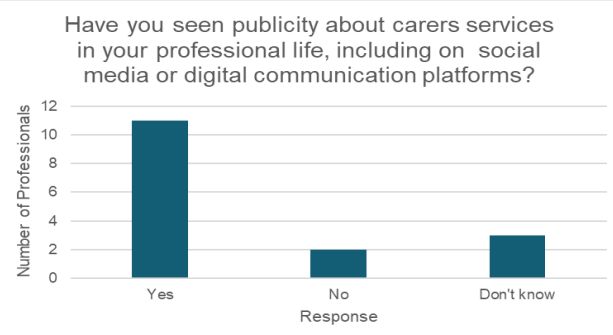
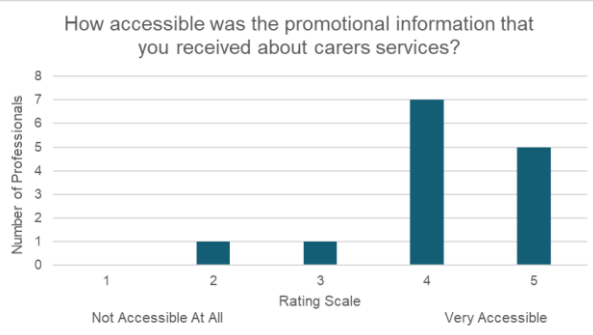
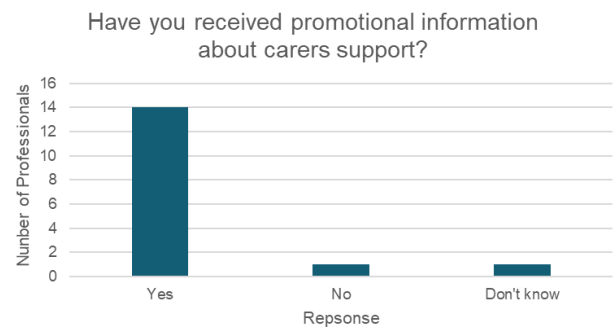
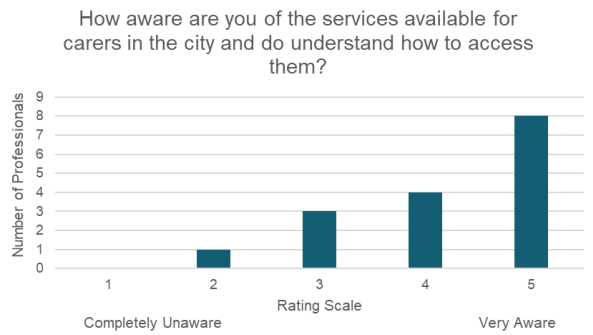
The results from the carers survey are promising and show the work Carers Manchester are producing is supporting the caring role. About half of carers knew to contact CMCP for Information & Advice, and those who used it generally found the information relevant to their needs.

General feedback we received included the need for practical support towards caring as opposed to signposting and long waiting times between services, which we can investigate and address. Carers known to services generally go direct to that service for local specialist support. Carers Manchester are introducing a system that gives those carers the option of signing up to our centralised register of carers, to be informed of the ongoing work and developments of Carers Manchester.

The survey results show that seeing and talking to other people is beneficial to carers and Commissioners will work to develop a respite/breaks offer which does not always mean relying on friends and family members, as it is acknowledged not everyone will have that kind of support.

SURVEY RESULTS

Professionals (16 responses)



Professionals Survey Results Summary

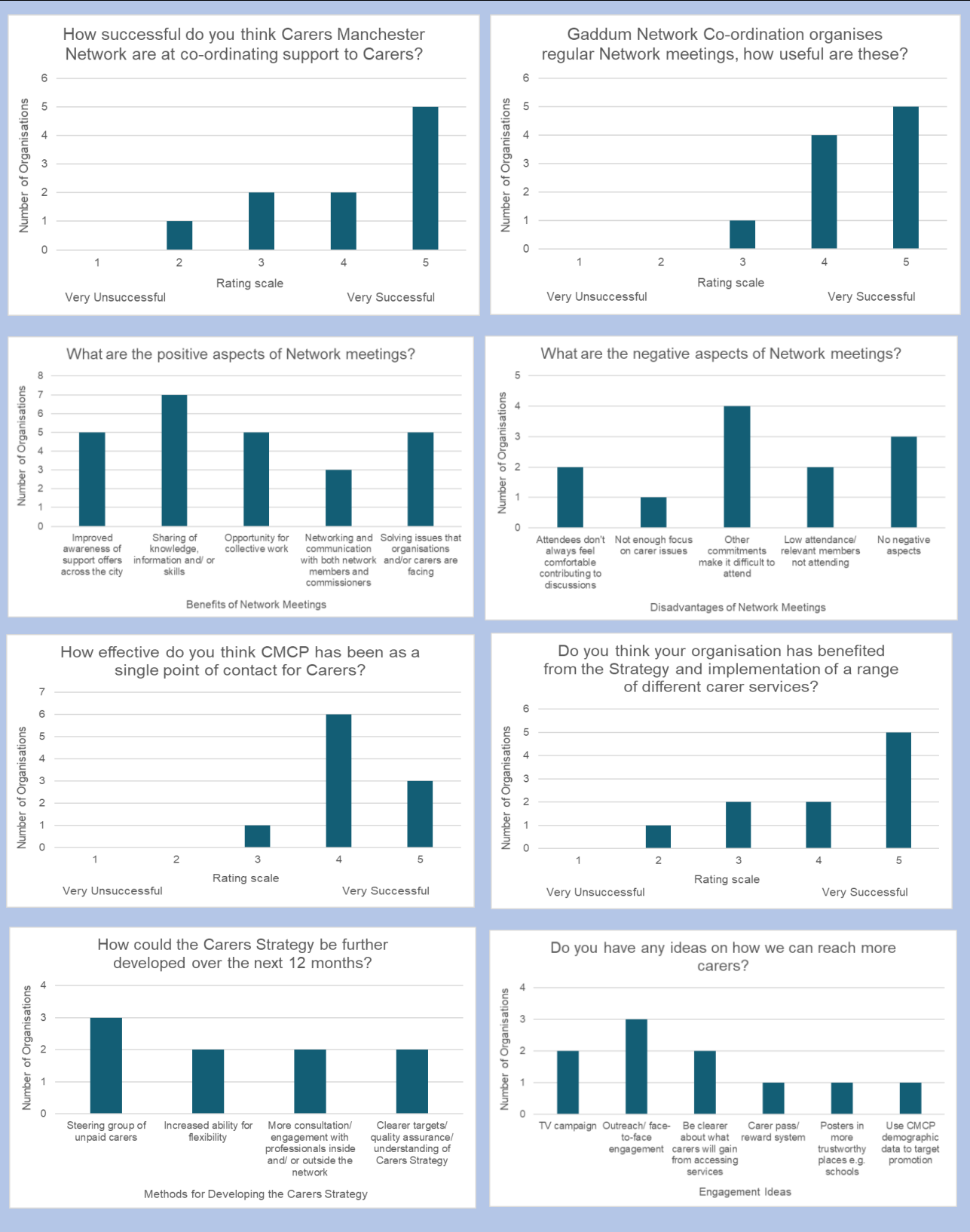
From the professionals surveyed, it is clear they are aware of CMCP and the promotional materials produced have been received well. General awareness of the Carers Pathway and support on offer is high, but we will continue to develop ways to engage with more professionals and services across the city as we grow.

Suggested improvements for the future included a professional's newsletter, more briefing sessions (including face to face), developing respite services, support for carers with long Covid and more accessible information (less words, more pictures for example).

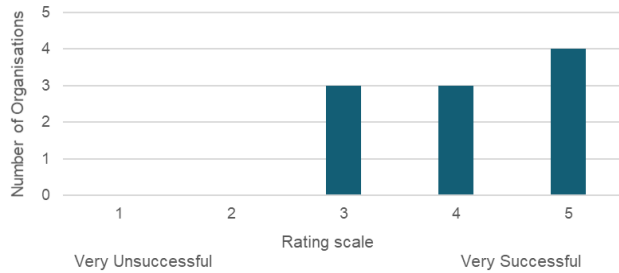
Feedback from carers accessing the professional's service is generally complimentary towards CMCP and professionals felt confident referring carers for support, noting an efficient process and feeling reassured the carer would receive a quality and timely response.

SURVEY RESULTS

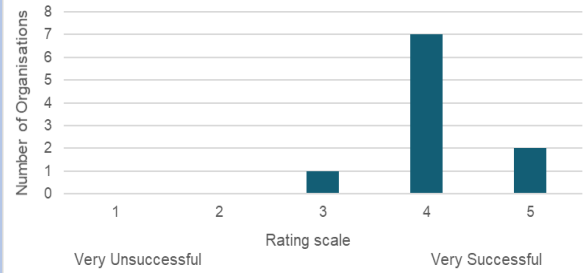
Network Members (10 responses)



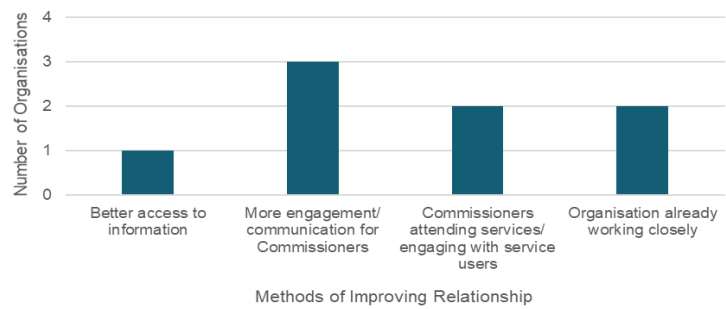
Despite the pandemic, significant progress has been made to deliver the Our Manchester Carers Strategy. How successful or unsuccessful do you think the carer pathway has been to date?



The aim of the Carers Strategy is to develop a partnership between statutory and voluntary sector services. How successful or unsuccessful do you think this has been?



How could your organisation work more closely with Commissioners?



Network Survey Results Summary

The results show network members appreciate regular networking opportunities, and how empowering it can be, allowing for partnership working, giving people a chance to meet and share their experiences and learning.

There is general support towards CMCP and the Carers Pathway. Network members provided a wealth of feedback on Network Co-ordination and suggestions on how we can improve as we move forward, such as Commissioners and other services spending time at each other's workplaces and bringing a 'partner spotlight' to the meetings, as well as inviting service managers from statutory services to give insight into their roles.

Commissioners will take all of the feedback on board in the future design of the pathway and network co-ordination, working with our VCS partners.

CONCLUSION

The development of the pathway has been encouraging over the past 18 months, implemented entirely remotely - a huge achievement. However, this also means in some areas it is not as fully developed as Commissioners would like to be. In some respects, the natural energy of the VCS sector has been repressed due to the pandemic, meaning some outcomes have been restricted, mainly around engagement.

As Manchester continues to come out of the pandemic, Carers Manchester will drive a strong, independent community movement in support of Manchester's carers which captures community goodwill and broadens recognition and responsibility for carer support beyond the health and social care system to engage all citizens, communities, businesses and organisations that form part of "Our Manchester" - a carer-friendly City.

Key priorities for the next 12-24 months (post April 22):

- Revisit scope of CMCP role
- Strategy to identify new and hidden carers
- Grow the Carers Manchester Network
- Further develop a centralised Carer Register
- Improved and consistent data – linked to ASC outcomes
- Improved engagement (including GP's when time allows)
- Clearer, streamlined offer in the Localities
- Face to face opportunities for carers
- New flexible respite/carers breaks offer
- Develop Carers Manchester website and directory (including online self-assessments)
- Introduce Carer Focus Group
- Continuation of a strong Communications campaign
- Closer links between CMCP and Social Care Assessors
- Improve links with Mental Health (potential carer counselling service)

The amount of growing enquiries shows there is a clear need for carer support, and without continued investment Commissioners wonder what impact it could have, on carers and ASC statutory services. As we develop, we expect demand to continue to grow, and we must ensure we join up ASC and Carer Pathway data to evidence the impact we are making more effectively, and that the VCS sector is encouraged to develop in innovative ways and able to cope with extra demand.

A system will be developed to strengthen co-production with more direct carer representation through the focus group, co-producing a revised pathway which will engage more carers at a much earlier point in their caring journey to ensure that as a minimum, they are aware of the support they are entitled to and how it can be accessed, to strengthen the resilience of informal support and prevent carer breakdown.