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# CARRY ON CARING

## 2016-2019

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Supporting a better life  
for unpaid carers in Moray

A Strategy for Unpaid Carers

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Thank you

There have been a number of people involved in the development of this plan. Specific thanks should go to the Carers of Moray as without them, the strategy would not have been able to be written. Thanks to Quarriers Carer Support Service for supporting carers to be involved.

# Introduction

**Carry on Caring** 2016 -2019 is the fourth strategy for unpaid carers in Moray. It aims to build on all the work that has been achieved by the previous strategies as well as to support the development of current support services and information for carers. This strategy is aimed at adults over the age of 18 and will link closely with any strategy for Young Carers developed by the Integrated Children's Service.

## 1.1 DEFINITIONS

### Carers:

- Provide care to family members, other relatives, partners, friends, and neighbours of any age affected by physical or mental illness (often long-term), disability, frailty, or substance misuse. Sometimes the cared-for person will have more than one condition.
- Some carers care intensively or are life-long carers. Others care for shorter periods.
- The carer does not need to be living with the cared-for person to be a carer.
- Anybody can become a carer at any time, sometimes for more than one person.

Carers are now, and will remain, fundamental to strong families, partnerships and to resilient and cohesive communities.

The lives of carers and the cared-for are closely intertwined, but they are not the same.

### Carer Terminology

A range of terms is used to describe a person who cares for another including: 'unpaid carer', 'carer', 'family carer' and 'informal carer'. In this strategy we will use the term 'carer' although the term 'unpaid carer' is also used in Moray.

It is important that carers are not confused with paid workers, who are sometimes called carers too: paid carers are care workers.

Equally, carers are not volunteers. There may well be volunteers supporting the cared-for person and/or the carer, but they are not a carer.

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From *Caring Together: The Carers Strategy for Scotland 2010-2015*

## 1.2 NATIONAL AND LOCAL POLICY CONTEXT

In the writing of this document, a vast amount of legislation and policy documents were considered. Below is an example of the documents that were used.

- Carers (Scotland) Act 2016
- Caring Together – The Carers Strategy for Scotland 2010-2015
- Public Bodies (Joint Working) (Scotland) Act 2014
- Self Directed Support (Scotland) Act 2013

Whilst all of the above has been used in the creation of this strategy, there are two particular legislative changes that will affect carers over the next 3 years.

### The Carers (Scotland) Act 2016

The Carers (Scotland) Bill was launched on the 09 March 2015. The proposals set out a wide range of measures to improve the identification and provision of support to carers, including the introduction of a new duty on local authorities to support carers who are assessed as needing support, and who meet set eligibility criteria. This is a change from the current system where local authorities only have the power to support unpaid carers, but not a duty. The benefit of this approach is that there is a firm statutory footing for supporting carers. Below is a list of what the Bill has the potential to do for adult carers:

- Replace the current Carers Assessment with a new Adult Carer Support Plan (ACSP)
- All adult carers will be able to access an Adult Carer Support Plan
- The requirement that the person being cared for must be someone who the local authority provides a service will be removed
- Carers can request an assessment themselves

- There will be a duty on local authorities and health boards to involve adult carers, young carers and carers' organisations in the planning, shaping and delivery and review of services. This duty will extend the provisions within the Public Bodies (Joint Working) (Scotland) Act 2014.
- Introduces a duty to support carers whose needs cannot be met by General services in the community (including the information and advice service). The carers needs must meet local eligibility criteria in order for the duty to apply
- Local authorities will be required to take into account the care provided by an unpaid carer when conducting an assessment of the cared for person
- Provision for the establishment of an information and advice service for carers in each local authority area; health must be included.

The Carers Bill became the Carers (Scotland) Act in March 2016 when all the stages had been passed.

## Health and Social Care Integration

The landscape for the future delivery of health and social care services for adults in Moray is changing. The new legislation progressed through the Scottish Parliament in April 2014; The Public Bodies (Joint Working) Scotland Act 2014, sets a new legal framework for the future of these services. For Moray, this means that the Health and Social Care Partnership (MH&SCP) known to people will continue, but under the direction and operation of a Moray Integrated Joint Board (IJB).

The IJB is a new public organisation that from the 1st of April 2016 will be responsible for the planning and delivery adult of health and social care services. The Board is expected to work in partnership with voluntary and private sector partners and communities to improve the quality and effectiveness of health and social care services, as well as supporting people in communities to keep well and live independent and fulfilling lives in their own right.

It is important to note that this new organisation will work closely and collaboratively with the Moray Council and NHS Grampian, as well as being a partner within the Moray Community Planning Partnership. It is also important to note that locally children's and young people's health and social care services will continue to work together with adult services in the interests of families and building our future generations.

The future of health and social care services and our ability to future proof Moray, emphasises the strong need to help people help themselves. This will then determine our availability to meet local needs. It is paramount that Individuals and communities obtain the help required regardless of how complex the nature.

A Moray Health and Social Care Strategic Plan 2016-19 has recently been developed, the plan describes how the MH&SCP intends to improve the health and wellbeing of adults in Moray through the future design and delivery of integrated services and perform in response to the National Health and Wellbeing Outcomes. The vital importance of carers in relation to the delivery of health and social care services under this new governance arrangement is reflected in the inclusion of support for unpaid carers as one of 9 high level outcomes:-

National Health and Well-being Outcome 7: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Consequently, the Moray IJB will publish an Annual Report outlining the progress it has made in relation to fulfilling each of these 9 high level outcomes including national health and well-being outcome 7; support for unpaid carers. This measure will be central to the evaluation of this Carers Strategy.





## CARERS IN MORAY: FACTS AND FIGURES

Major demographic change is underway in Scotland and the population is projected to rise over the next 20 years from 5.35 million to 5.66 million and continue to rise steadily after that. The reasons for this are clear. Scotland's population is ageing, between 2014 and 2034 the proportion of people aged 65+ is expected to increase 47%, which is from just fewer than 1 million in 2014 to just over 1.4 million in 2034. The number of people aged between 15 and 64 are projected to decrease by 160,000 by 2034 whilst people are expected to live longer. Life expectancy at birth has increased from 74.3 years for males and 79.4 years for females for those born in 2004 to 77.3 and 83.7 respectively for those born in 2014. Projections now put males born in 2034 at a life expectancy of 83.1 years and females at 85.7 years. (Office of National Statistics website: [www.ons.gov.uk/ones/datasets-and-tables/](http://www.ons.gov.uk/ones/datasets-and-tables/)).

At the same time, Scotland's carer population is increasing with an estimated 759,000 unpaid carers, which is 17% of the adult population. This is expected to increase to around 1million by 2037.

(Carers Scotland (2009) Some Facts and Figures about Caring in Scotland: [www.carersuk.org/scotland/news/factsandfigures](http://www.carersuk.org/scotland/news/factsandfigures)). In turn, the 2011 census in Scotland found that there were 7,809 people in Moray providing unpaid care; this has increased from 6,835 people in 2001. This is considered to be a potentially conservative figure in comparison to the national estimate provided by Carers Scotland that approximately 17% of people are providing care of some sort. This indicates a potential number of approximately 15,000 unpaid carers in Moray. Both of these figures are hugely inflated from the 1,500 unpaid carers currently registered with the local carer provider service.





# Writing Our Strategy

This strategy will focus on the needs of unpaid carers over the age of 18 who provide care to people of all ages.

## 2.1 THE PROCESS

All unpaid carers were invited, either directly or indirectly to take part in the consultation process for this strategy. They were offered the following ways to be involved.

- Postal survey
- 'Pop in' consultation at known carer groups
- Small arranged consultation 'get togethers'
- Adverts in the local press, including social media
- Large consultation event to finalise the aim, principles and themes

A total of 28 Professionals engaged with the process by coming to the final consultation event. A total of 131 carers engaged with the process at various points and 71 of these were at the final consultation event. The name '**Carry on Caring**' was chosen at this consultation event with 20% of those present choosing this option. The vision statement was also chosen at the same event.

The main focus regarding the consultation process was at the large consultation event, which was named '**Carry on Caring**' as a play on words due to the overarching theme of the day and the keynote speaker that we had secured. Nicky Clark, a carer who shaped her life into stand-up comedy supported the event by delivering a key note speech and this was the main reason this event was successful with a larger audience than previous years. The day was also split into workshops whereby all attendees were given the opportunity to influence how the themes can be achieved over the three year lifespan of the strategy.

Suggestions for the themes of this strategy were presented to carers and professionals at the large consultation event, based on the surveys and small consultation events that had taken place previously. The results are:

1. A life of my own
2. Centralised information
3. Being able to continue as a carer
4. Respite/Short Breaks
5. Identifying and recognising carers
6. Carer friendly communities



# Objectives of Our Strategy

Unpaid carers should have the same opportunities as everybody else. They should be able to have a life outside their caring role. Carers should be encouraged and supported to access the same services as other members of the public to prevent them from becoming isolated.

## 3.1 VISION

To be empowered, educated and supported to enable unpaid carers to care for themselves as well as those they care for. Carers will have a voice, choice and control to be equal partners in care.



## 3.2 STRATEGIC AIMS

1. That unpaid carers have a life outside of their caring role and are supported to feel less isolated. They are supported to recognise the skills and knowledge they have to enable them to use their expertise in other areas of their everyday life.
2. That unpaid carers have consistent, effective and available information that is relevant, appropriate and easy to find.
3. That unpaid carers are supported to be aware of and to look after their own health and wellbeing so that they can continue to care.
4. That unpaid carers have access to appropriate, flexible and individualised short breaks and/or respite services that meet the needs for them and the people they care for.
5. That unpaid carers are supported and enabled to identify themselves as a carer as well as receiving the same recognition from Health and Social Care and employers.
6. That unpaid carers have meaningful opportunities to be involved and listened to at a strategic level and that their profile is raised in the community so that our locality is more carer friendly.

The Principles and Values are still appropriate from Caring Together in Moray 2011-2015 and will not change.



### 3.3 OVERARCHING PRINCIPLES

- **Carer Focussed** – Carers should be at the heart of this strategy, fully involved and engaged with. They should be enabled and supported to have their views heard at all levels.
- **Equality** – All people who have a caring role should have equal access to appropriate support, irrespective of who they are, where they live or any other socio-economic factors.



### 3.4 VALUES

- **Choice** – People with a caring role should be aware of any support/services available so that they can make informed decisions about them. They can choose what, if any services they wish to be involved in or even if they wish to make it known that they are a carer.
- **Enabling** – Carers are assisted and supported to minimise the negative impact of their caring role while maximising their confidence to cope with their caring role and thrive within that and other areas of their daily life.
- **Empowerment** – this is a means of taking over elements of control where there is a shift in balance of decision making and authority from professionals to the people who use services.
- **Dignity** – Each person with a caring role is unique and this should be recognised and respected regardless of their circumstances.
- **Inclusion** – People with a caring role are valued and included as equal partners in planning and developing carer support services.
- **Scrutiny** – People with a caring role should be asked for feedback about how they perceive and experience services. This information should be considered and, where appropriate, acted on and used to rectify mistakes and improve service provision and design. Any outcomes of such feedback should, in turn, be fed back to those appropriate people.

# Progress Since Last Strategy

Unpaid carer support has changed during 'Caring Together in Moray 2011-2015'. Carers have continued to have a strong voice in the design and delivery of carer support and are encouraged to be very involved in all aspects of what carer support should look like.

The table below shows the strategic aims of the last strategy and highlights some of the achievements made within them.

Strategic Priorities for 2010-2015	Achievements
That unpaid carers are supported and enabled to identify themselves as a carer	<ul style="list-style-type: none"> <li>• Pilot with Maryhill GP practice is being undertaken to better identify and support carers in their caring role</li> <li>• Regular awareness campaigns have been undertaken through pharmacists, social media, and during national carers' week</li> <li>• There is now a Carers Café, a Mental Health support group, a Parent Carer support group and a Family Drug and Alcohol support group as well as two Carer Support Groups in Buckie and Forres for families affected by Dementia</li> </ul>
That unpaid carers are supported to be aware of and look after their own health and wellbeing	<ul style="list-style-type: none"> <li>• The Carer Service Provider Network joint information pack was created</li> <li>• The carers' assessment toolkit was reviewed and an online assessment form created and launched</li> </ul>
That there is consistent and effective delivery of relevant and appropriate information to unpaid carers	<ul style="list-style-type: none"> <li>• The carer service provider network was further established and developed</li> <li>• Well attended events were organised to recognise National Carers Week</li> </ul>
That unpaid carers have access to appropriate respite services that meet the needs for them and the people they care for	<ul style="list-style-type: none"> <li>• The shared lives service was further developed and promoted as a respite option</li> </ul>
That unpaid carers are equipped with the skills and knowledge needed to be confident in their caring role and they enable them to use their expertise in other areas of their everyday lives	<ul style="list-style-type: none"> <li>• Community training and learning opportunities are advertised through the local carer support service</li> <li>• A programme for accredited learning for carers was established</li> <li>• The accredited learning was developed to include unpaid carer training to be an assessor</li> <li>• A temporary carer advocacy service was established</li> </ul>
That unpaid carers are supported to seek or maintain employment	<ul style="list-style-type: none"> <li>• Job clubs were established through the carer support service</li> <li>• Contact was made with local employers regarding supporting a carer friendly workplace</li> </ul>
That unpaid carers have meaningful opportunities to be involved and listened to at a strategic level, allowing effective input into service design, development and delivery	<ul style="list-style-type: none"> <li>• The carer support service was recommissioned</li> <li>• Carers representation was established at strategic level at the joint strategic board</li> </ul>

# A Life of My Own

Carers spend the majority of their time with their cared-for person and according to the Carers Trust UK ([www.carers.org](http://www.carers.org)) more than **three-quarters (76%)** of carers do not have a life outside of their caring role. Huge numbers of carers are left isolated and lonely, missing out on opportunities that the rest of the population takes for granted. They have given up leisure activities and socialising due to their caring role.

This Strategic Aim is important to the Carers of Moray. They say that they need time to themselves so that they can maintain their own health and wellbeing and to prevent them from feeling isolated and pressured. It is important to give carers the tools to be self-motivated and find the support they need from universal services where possible but to acknowledge that there is always a need for extra support for carers so that they can have a life of their own. Within this strategic aim, employment and volunteering should also be discussed.

According to consultation, there are a number of priorities for the three year lifespan of this strategy.

- Map the need for peer support groups and location
- Examine the training, advice and support that is currently available
- Examine the need to link carers for peer support
- Work with The Moray Council and NHS Grampian to undertake the Carers Kitemark for Employers
- Encourage local employers to undertake the Carers Kitemark for Employers
- Look into the possibility of formalising the possibility of carers volunteering opportunities
- Promote NES and SSSC Equal Partners in Care training and awareness 'Promoting leadership and working together to achieve better outcomes for carers and young carers'
- Promote carer health checks and Flu immunisations





# Centralised Information

In Caring Together in Moray 2011-2015, a lot of time was spent ensuring that information regarding support for carers was available. The main information source that was created was the Joint Information Pack by the Carer Service Provider Network. This pack had all the information that a carer may need in order to feel supported in their caring role. In order to move this on to the next stage, it is clear that carers need information to be more accessible and clear. It is important that carers are able to get the right information from the same places, and that it is accessible and easy to find.

When speaking to carers in Moray they felt it was clear that they need good communication with services and that it would be beneficial to be able to share information with each other for peer support. They also say that they need one place to go to get information about support that is available.

The priorities for the next three years are:

- Create a website information hub
- Create an online Carer Assessment
- Consider pop-up information points in rural areas
- Work with GPs regarding information sharing
- Consider the use of social media
- Consider the creation of a Carers Steering Group
- Consider the information that is available to carers especially with regard to their health and wellbeing, finances, benefits, self-advocacy and bereavement support



# Being Able to Continue as a Carer



For many people caring is for a short time, for example helping a loved one to get back on their feet after a stay in hospital. This can have a huge impact on their day to day life for that period of time. For other people, caring can be a lifelong commitment and can be 24 hours a day, 7 days a week. Whilst caring for a loved one can be hugely life enriching, it can also impact on an individual's day to day life. It can cause ill health and social isolation and people can struggle to hold down jobs and interests. For carers, it is important that they are given the support to be able to continue to care and remain healthy in order to do this. One of the ways in which carers may access support is through Self Directed Support.

Carers in Moray state that they want to be able to continue in their caring role. They need to know how Self Directed Support can enable them and the benefits of this.

The identified priorities over the next three years are:

- Various sources of Information regarding SDS for carers
- An eligibility criteria to be completed in order for carers to access SDS
- Introduce SDS for carers
- Information sessions with professionals regarding how to explain SDS to carers
- Create a Carer Identification Card
- Continue with SVQ for carers
- Consider emergency planning for carers



# Respite / Short Breaks

Carers really need time to recuperate so that they can continue to care. This can be achieved in a variety of ways, personal to the carer. Some carers need a break from their day to day lives and will only relax if the break they have is with their loved one. Others need a complete break from their caring role, with time to themselves. Some carers do not need a physical break at all, but would rather have the opportunity to purchase a piece of equipment that would enable them to take time out of their day for themselves. Traditionally, respite has been sought in a building with the cared for staying away for a few days. As times have changed, carers are being encouraged to think creatively about their break and to take a break that is personal to them.

Carers in Moray say that they would like Respite facilities to be available in their immediate locality. If they have chosen to take a break away from their loved one, they would like to be able to keep in contact. They say that they need their break to be less stressful than their day to day routine in order to work.

In order to achieve better respite/short breaks, the priorities are:

- To support carers to think of personal respite options
- Clarify the guidelines for paying for a break through SDS
- Ensure respite in the family home takes place effectively
- Review Respite provision
- Recommission the Carer Support Service



# Identifying and Recognising Carers



Many carers do not recognise themselves as a carer. They simply feel that they are looking after their loved one as they should do. It is important to recognise that carers may want to be 'hidden' and that it is their right to remain that way. However, for the carers who have not identified themselves, but need support it is important to ensure there is a way of reaching them. Carers also need to be recognised in their caring role. They need support from employers, GPs and other professionals in order to achieve a life balance that is acceptable to them.

Carers in Moray say that they need more support to identify themselves as a carer. They would like employers to recognise that caring is not an excuse to have time off work. Carers feel that employers are not aware of the impact the caring role has on their day to day life. They would like to see carers being identified earlier so that support can be sought before crisis point.

In order to achieve this, the following was identified:

- Work with GP practices to identify carers
- The Moray Council along with NHS Grampian to work towards the Carers Kitemark and to advertise this throughout Moray
- Explore the SSSC Promoting Leadership and Working Together to Achieve Better Outcomes for Carers and Young Carers EPiC Modules
- Ensure that Carers Week and National Carers Day is recognised



# Carer Friendly Communities

Whilst Carers need support in order to continue in their caring role, it is important to recognise that some of this support can be achieved in the local community. There are many services available in the community that carers may not know about that can provide them with the tools they need to carry on caring. In order to highlight this, it is important that work is done to educate the community as to what a carer is.

Carers in Moray would like communities to be more carer friendly and for them to feel more included in their locality.

In order to achieve this, the following priorities were identified:

- Highlight 'what is a carer' in local communities
- Consider identifying a 'Carer Champion'
- Support carers to educate communities
- Mapping exercise for carers to identify what is available in their local community



# Carry on Caring, what next?



## **Challenges Ahead**

This three year strategy follows on from Caring Together in Moray, complimenting and expanding on the work that was achieved throughout the life of that strategy.

Our main challenges over the next three years will be to implement the changes from the Carers (Scotland) Act 2016 and Health and Social Care Integration. This strategy supports the legislative changes in the Carers (Scotland) Act and the staging dates will be adhered to through the implementation plan when it is released.

Throughout consultation, it is clear that we will need to support carers with understanding SDS and how they can use it. In the future, we will have a duty to support carers using SDS and we must work together as professionals and carers to prepare for this. SDS has the potential to change a lot for carers and it is imperative that they understand the process.

## **How will this be achieved?**

In order to achieve the outcomes outlined in the strategy themes, we will work through a robust implementation plan. This implementation plan will cover the next three years, showing how and when all the outcomes will be achieved. Due to the implementation of the Carers Act, it is important to acknowledge that this needs to be a working, flexible document so that we can change our focus in line with legislation.

This will all be monitored by a steering group that will comprise of professionals and carers working together to keep the focus clear. We must keep the vision that we all decided together during the consultation of this strategy at the forefront of all that we do:

‘To be empowered, educated and supported to enable unpaid carers to care for themselves as well as those they care for. Carers will have a voice, choice and control to be equal partners in care’.

# Action Plan

Strategic Aims	Actions	Lead/Involved	Timescale	Keeping Track
<b>Theme – A Life of My Own</b>				
Unpaid carers have a life outside of their caring role and are supported to feel less isolated. They are supported to recognise the skills and knowledge they have to enable them to use their expertise in other areas of their everyday life.	Map the need for peer support groups and locations	Carers Strategy Officer Carer Support Service	April 2017	
	Examine the training, advice and support that is currently available	Carers Support Service	December 2016	
	Examine the need to link carers for peer support	Carers Strategy Officer Carer Support Service	April 2017	
	Work with The Moray Council and NHS Grampian to undertake the Carers Kitemark for Employers	Carers Strategy Officer NHS Lead for Carers HR Support	September 2017	
	Encourage local employers to undertake the Carers Kitemark for Employers	Carers Strategy Officer	September 2018	
	Look into formalising carers volunteering opportunities	Volunteer Manager	September 2017	
<b>Theme – Centralised Information</b>				
Unpaid carers have consistent, effective and available information that is relevant, appropriate and easy to find	Create a website information hub	Carer Support Service	April 2017	
	Create an online Carer Assessment	Carers Strategy Officer IT Support	December 2016	
	Consider pop-up information points in rural areas	Carers Strategy Officer CSPN	April 2017	
	Work with GPs regarding information sharing	Carers Strategy Officer	December 2017	
	Consider the use of Social Media	Carers Strategy Officer Carer Support Service	April 2017	
	Consider the creation of a Carers Steering Group	Senior Carers Strategy Officer Carers Strategy Officer Senior Manager	September 2017	

Strategic Aims	Actions	Lead/Involved	Timescale	Keeping Track
<b>Theme – Being Able to Continue as a Carer</b>				
Unpaid carers are supported to be aware of and to look after their own health and wellbeing so that they can continue to care	Create various information resources regarding SDS for carers	Carers Strategy Officer SDS Officer	April 2018	
	Complete an eligibility criteria in order for carers to access SDS	Carers Strategy Officer	April 2018	
	Introduce SDS for carers	Senior Carers Strategy Officer	August 2018	
	Undertake information sessions with professionals regarding how to explain SDS to carers	Carers Strategy Officer SDS Officer	December 2018	
	Create a carers identification card	CSPN	April 2017	
	Continue with SVQ for carers	Social Work Training Team	Ongoing	
<b>Theme – Respite / Short Breaks</b>				
Unpaid carers have access to appropriate, flexible and individualised short breaks and/or respite services that meet the needs for them and the people they care for	To support carers to think of personal respite/short break options	Carer Support Service	Ongoing	
	Clarify the guidelines for paying for a break through SDS	Senior Carers Strategy Officer SDS Officer	September 2018	
	Ensure the ongoing development of respite in the family home	Senior Carers Strategy Officer	Ongoing	
	Ensure ongoing monitoring and review of respite provision	Senior Carers Strategy Officer	Ongoing	
	Recommission the carer support service	Senior Carers Strategy Officer	April 2017	



Strategic Aims	Actions	Lead/Involved	Timescale	Keeping Track
<b>Theme – Identifying and Recognising Carers</b>				
Unpaid carers are supported and enabled to identify themselves as a carer as well as receiving the same recognition from Health and Social Care and employers	Work with GP practices to identify carers	Carer Support Service	December 2018	
	Work with The Moray Council and NHS Grampian towards the Carers Kitemark	Carers Strategy Officer NHS Lead HR Support	September 2017	
	Support local Employers to achieve the Carers Kitemark	Carers Strategy Officer	September 2018	
	Explore the SSSC Promoting Leadership and Working Together to Achieve Better Outcomes for Carers and Young Carers EPiC Modules	Carers Strategy Officer	December 2017	
	Ensure that Carers Week and National Carers Day are recognised	Carers Strategy Officer CSPN	Ongoing	
<b>Theme – Carer Friendly Communities</b>				
Unpaid carers have meaningful opportunities to be involved and listened to at a strategic level and that their profile is raised in the community to that our locality is more carer friendly	Highlight 'what is a carer' in local communities	Carers Strategy Officer CSPN	December 2018	
	Consider identifying a 'Carer Champion'	Carers Strategy Officer CSPN	September 2017	
	Support carers to educate communities	Carers Strategy Officer CSPN	December 2018	
	Mapping Exercise for carers to identify what is available in their local community	Carers Strategy Officer CSPN	September 2017	





