



# DRAFT Carers Strategy 2023-2027: Action Plan

## December 2024 v3

This is the Action Plan for the Carers Strategy 2023 – 2027 revised in December 2024, one year into the delivery phase. It provides information on timelines as well as progress and impact against actions.

Carers have been asked how they would like to be involved with the reviewing of the action plan and it was agreed that there would be online and face-to-face opportunities every six months. There will be a snap-shot six-monthly review in June of each year and then a more detailed progress review and any revision made to the action plan (e.g. actions, deadlines) in December each year. Review dates:

6-month snap shot	Annual review
June 2024 v2	December 2024 v3
June 2025 v4	December 2025 v5
June 2026 v6	December 2026 v7
June 2027 v8	December 2027 v9

Actions are 'RAG' rated to reflect progress:

- **Red** – not started
- **Yellow** – in progress
- **Green** - completed

Any changes to legislation or unforeseen circumstances will potentially result in the Carers Strategy and Detailed Action Plan being updated between formal review dates.

The Action Plan is split into priorities aligned with the Carers Strategy:

- [Priority 1: Tailored and universal services that work for carers](#)
- [Priority 2: The health and emotional wellbeing of carers](#)
- [Priority 3: Early identification of carers](#)
- [Priority 4: Information and advice for carers](#)
- [Priority 5: Engaging with carers](#)

### **Key actions for 2025**

The City Corporation has identified the following key actions for 2025 taking into account feedback from carers at the one-year review of the action plan session in November 2024:

- Priority 1 – implement and review the emergency card pilot
- Priority 2 – assess the demand for, and viability, of an emotional support service for carers in the City of London, provide guidance on replacement care (respite) and tackle social isolation
- Priority 4 – define and provide crisis and emergency information for carers
- Priority 5 – build and expand our network of carers and develop a reward and recognition policy (part of wider Department of Community and Children’s Services [DCCS] activity)

## Priority 1: Tailored and universal services that work for carers

To deliver on this priority over the next four years, we will:

- Co-design the core offer to carers and improve the way organisations work together to provide more joined-up support for carers.
- Support carers to have a plan in place in the event of an emergency where they are unable to provide care.
- Ensure that carers in employment can access the support services they need.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
By April 2024	1. Recommission the Carers Support Service, reflecting carers' views and needs (including those in employment).  Linked to 24.	Carers recognise their input has been heard and receive support that meets their needs.	Service recommissioned in 2024.	Commissioning Manager	May 2024 - specification completed and agree with carers.  June – July 2024 – tender process. Carers involved in the process.  October 2024 – new provider in place. Meeting to review the commissioning process held on 17 October.  Future impact - carers needs to be met as part of the recommissioned service.	
Jan – April 2024	2. Explore introducing a carers emergency card and associated emergency plan.	Carers have a mechanism to know that should something happen to them, their	Implementation by April 2024.	Strategy and Projects Officer  Head of Adult Social Care	April 2024 - Carers Card UK proposal discussed with group of five carers. Carers feedback taken on board.	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
Extended to Sept 2024  Pilot during 2025 <sup>1</sup>	Linked to 16.	cared for will be looked after.	Carers are taking up the offer and find it valuable.	Commissioning Manager	November 2024 – plans in place for one-year Carers Card UK trial. Impact to be assessed at the end of the trial.	
Jan – Sept 2024	3. Explore a discount card for carers in the City of London.	Carers get discounts on things that may help support them in their caring role.	Identify options by April 2024.  Implementation by September 2024.  Carers are taking up the offer and find it valuable.	Strategy and Projects Officer  Commissioning Manager	April 2024 - Same as above.  November 2024 – the City Corporation considered a discount card for City of London carers and concluded this was not viable so a discount card for carers will not be introduced. However, the Carers Card UK includes access to national discounts and plans for a City Corporation resident card are underway.	
January 2025 <sup>2</sup>	4. Explore what and how support is provided to carers who care for people in residential care. <sup>3</sup>	Carers support needs are reviewed and have clarity on what support is available.	Carers tell us they feel supported.	Adult Social Care	May 2024 - Head of Adult Social Care attended carers session to talk this issue through. Only one carer joined so Head of will attend again.	

<sup>1</sup> Amended November 2024

<sup>2</sup> Timeline and action updated following session with carers, November 2024.

<sup>3</sup> Added following Community and Children’s Services Committee, December 2023.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	Provide carers with written information about what support is provided.				<p>Carers support service specification amended to include support arrangements.</p> <p>November 2024 – noted carers’ request for information to be shared in a written format. Action amended.</p>	
On-going	5. Celebrate and recognise the contributions of carers through a range of events including carers rights day and carers week.	Carers feel valued and respected for their contributions.	Events agreed and delivered on an annual basis.	Carers support service	<p>April 2024 - Plans for Carers Week 10-16 June underway.</p> <p>10-16 June – Carers Week activities delivered. Carers joined activities and sessions during the week. More co-ordinated approach planned for 2025.</p> <p>Nov 2024 – Imago led on activity around Carers’ Rights Day (23 Nov) promoting and sharing information to help carers be aware of their rights.</p>	

## Priority 2: The health and emotional wellbeing of carers

To deliver on this priority over the next four years, we will:

- Ensure that carers residing in the City of London can access and benefit from health and emotional wellbeing services offered in the City of London and that may be linked to neighbouring boroughs.
- Explore how the gaps in service provision around carers' health and emotional wellbeing either can be met through targeted or universal support, particularly around key transition points.
- Improve carers' social connectivity so they feel part of their local community.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
End of June 2024  Amended to on-going	6. Collaborate with partners to secure access to services which are commissioned on a City and Hackney basis (or wider) but are available to City of London carers.  Get a list of services commissioned by City and Hackney Place Based Partnership or other funders and	Access to a wider range of services that carers are entitled to.	More City carers accessing wider range of services by end of June 2024.  Carers reporting increased emotional wellbeing.	Strategy and Performance Team  Commissioning team	March 2024 - Start of conversations between City Corporation and East London Foundation Trust to consider need and gaps in provision.  November 2024 – conversations on-going. Will continue into 2025. North East London NHS awarded Government Accelerator Reform Funding which will provide signposting for carers who have been admitted to hospital, or if their cared for has been admitted, to the carers support provider within their locality. Noted carers' feedback around clarification of eligibility to receive support from the City and Hackney Carers Centre.	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	check eligibility for City carers. <sup>4</sup>					
On-going	7. Discuss with partners and help facilitate provision of services within the Square Mile.  Review this action in 2025 to make more specific. <sup>5</sup>	Services are more accessible to City of London carers.	City carers report services are more accessible.  Carers reporting increased emotional wellbeing.	Strategy and Performance Team	April 2024 – Sharing of information between partners and carers support service to increase carers’ awareness of what’s on offer.  November 2024 – conversations on-going. Will continue into 2025.	
By Feb 2024	8. Identify what will be provided within the recommissioned carers support service as primary and preferred requirements.	The carers support service meets a range of identified needs and considers other needs it could meet.	The specification for the carers support service includes a wide range of primary requirements.  Carers report satisfaction with the service after recommissioning and as part of contract monitoring.	Commissioning Manager	May 2024 - Specification updated taking into account carers views and agreed with carers.  Future impact: service will respond to carers’ primary requirements. Carers report satisfaction to follow when the service is in place.	

<sup>4</sup> Updated November 2024.

<sup>5</sup> Updated November 2024.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
On-going	<p>9. Explore how other identified gaps in services to carers could be met outside of the carers support service where appropriate.</p> <p>Including analysis of the demand for, and viability of, an emotional support service for carers in the City of London and provide clear guidance and information on replacement care (respite) <sup>6</sup></p>	Wider range of carer needs met.	<p>Innovative approach to meeting needs identified.</p> <p>Range of funding opportunities utilised to resource these gaps.</p> <p>Uptake of any services or initiatives.</p>	<p>Strategy and Performance Team</p> <p>Commissioning Manager</p>	<p>May 2024 - Exploring a befriending piloting project (wider than carers but aim is to also support carers or cared for person).</p> <p>November 2024 – befriending pilot still being considered. Carers’ feedback about wanting an emotional support service for carers in the City of London and more on replacement care (respite) noted. Action amended.</p>	
October 2024	10. Work in partnership to identify options to reduce social isolation amongst carers.	Carers feel connected to their communities and less socially isolated.	<p>Options identified by June 2024.</p> <p>Implementation as appropriate by October 2024.</p>	Strategy and Performance Team	Jan 2024 – met Together Better at Neaman Practice and discussed how offer can engage carers and reduce social isolation. Together Better thinking about setting up a	

<sup>6</sup> Updated November 2024.



Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
			Carers reporting less social isolation and more community connectedness.		<p>carers session (unpaid and paid carers).</p> <p>April 2024 – Asked interested carers and carers support service staff about their thoughts and ideas on tackling social isolation to feed into wider JLHWS thinking.</p> <p>Exploring a befriending piloting project (wider than carers but aim is to also support carers or cared for person).</p> <p>September 2024 – City of London Joint Health and Wellbeing (JHWP) Strategy 2024-28 (carers not directly involved in the development of this strategy) includes a priority around increasing social connection and reducing social isolation. This is not carer specific but will explore how carers can benefit from action taken to deliver against the priorities in the JHWP Strategy.</p> <p>November 2024 – on-going conversations about the priority of the Neighbourhood City Action Group which was initially set as physical health. Connected Imago</p>	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
					with Together Better around potential new carers group at the Neaman Practice, and raised carers feedback around duplication and purpose of a new group with Together Better.	
On-going	<p>11. Work with health partners in the local place based partnership and the wider health and care system to identify and implement actions that would improve carers' health and wellbeing.</p> <p>Linked to 15.</p>	Health services are supporting carers in their role.	Health services are more proactive and responsive to the needs of carers.	Strategy and Performance Team	<p>Jan-April 2024 – discussions at Neighbourhood Leadership Group about a carers pilot in a different Neighbourhood.</p> <p>April 2024 – Healthwatch Hackney Public Representative for the City sits on the Primary Executive Group.</p> <p>May 2024 – Proposal taken to Neighbourhood Health Inequalities Fund by another Neighbourhood for a pilot on carers in primary care.</p> <p>November 2024 – PCN carers project to improve primary care understanding of, and support for, carers delivered in Wells Common Neighbourhood. Beginning to roll out in Shoreditch Park and City Neighbourhood.</p>	

### Priority 3 : Early identification of carers

To deliver on this priority over the next four years, we will:

- Ensure a range of professionals are trained and supported to proactively identify and recognise carers.
- Ensure carers are supported by professionals to access the full range of information and services available.
- Support people to recognise when they are in a caring role and where to seek help.
- Identify where systems could work together more effectively so that carers do not have to keep telling their story to different services and only have to 'say it once'.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
On-going <sup>7</sup>	<p>12. Develop and deliver training for a range of professionals that embeds recognition of carers.</p> <p>Review this action in 2025 to make more specific and consider impact of MECC training.<sup>8</sup></p>	More professionals can recognise and have appropriate conversations with carers.	<p>Develop training model (based on Making Every Contact Count) by April 2024.</p> <p>Roll out training May-December 2024.</p>	Strategy and Performance Team	<p>April 2024 – Signposting to City Corporation carers website information included in MECC City resource.</p> <p>November 2024 – Public Health is reviewing the MECC resource pack again and exploring opportunities for MECC training participants to engage in scenarios, potentially including something around carers. This development will continue into 2025.</p> <p>MECC already part of City Corporation’s standard workforce learning offer across People’s Directorate.</p>	

<sup>7</sup> Updated November 2024.

<sup>8</sup> Updated November 2024.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
2024	13. Carer awareness added to induction sessions across the Department for Community and Children's Services (DCCS) and partner organisations.	More professionals can recognise and have appropriate conversations with carers and understand some of their experiences.	Carer awareness added to inductions session during 2024.	Strategy and Performance Team	<p>April 2024 – Carers Support Service linked up with City Corporation housing team to do outreach and new staff inductions. Plans in place for carers information presence at internal staff events.</p> <p>Plans for internal communications resources to support carer awareness in inductions underway.</p> <p>November 2024 - Imago due to attend a People's Directorate Induction session to gain a better understanding of the People's Directorate at the City Corporation and to promote carer awareness and awareness of the carers service. Plans underway for a DCCS day in 2025 where hope to have representation from local commissioned providers including Imago.</p>	
On-going	14. Develop and deliver a programme of awareness raising activities so that people can identify themselves and others as carers.	People will be supported to identify carers or self-identify as a carer.	<p>Awareness raising activities delivered during 2024.</p> <p>More carers identified.</p>	<p>Strategy and Performance Team</p> <p>Adult Social Care</p> <p>Carers support service</p>	<p>June 2024 – carer awareness part of City Corporation communications for Carers Week to raise awareness across City Corporation staff.</p> <p>October 2024 – Imago stand at Healthwatch City AGM raising profile within the community.</p>	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	Link to 19.					
2024	<p>15. Explore and establish mechanisms for better information sharing between GP Practices, community services and social care.</p> <p>Provide assurance of what we do already.<sup>9</sup></p> <p>Linked to 11.</p>	<p>Carers should only have to tell their story once.</p> <p>Carers should be sign-posted to appropriate support and activities.</p>	<p>Mechanisms to improve information sharing identified by April 2024.</p> <p>Action taken to improve mechanisms by December 2024.</p>	<p>Strategy and Performance Team</p> <p>Adult Social Care</p>	<p>May 2024 – Another Neighbourhood made a proposal to the Neighbourhood Health Inequalities Fund for a project on carers in primary care. Awaiting outcome.</p> <p>November 2024 – PCN carers project to improve primary care understanding of, and support for, carers beginning to roll out in Shoreditch Park and City Neighbourhood. Noted carers feedback reinforcing need for better join-up of information between GPs, social care and others.</p>	

<sup>9</sup> Updated November 2024.

## Priority 4: Information and advice for carers

To deliver on this priority over the next four years, we will:

- Ensure that City Corporation information around carers is consistent, relevant, accurate, accessible and regularly updated.
- Support carers to acquire, develop and maintain digital skills to be able to access information and support.
- Provide information about what to do in a crisis so that carers feel confident that, should something happen to them, the person that they care for will be safe and looked after.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
Jan-April 2024  Amended to on-going	16. Define and provide crisis and emergency information to anyone who is known as a carer. <sup>10</sup>  Linked to 2.	Carers have information about what to do in a crisis (linked to carers emergency card).	Crisis information developed with input from carers and disseminated to network of carers.  Carers tell us that they find the information useful.	Adult Social Care  Carers support service	November 2024 - first draft of crisis information done. Awaiting confirmation on carers card information to ensure alignment. Final draft to go to Communications and Engagement Officer in January 2025.	
By April 2024  Extended to June 2025 <sup>11</sup>	17. Explore what digital and internet training is available in the City of	The City Corporation will have a better understanding of current provision and gaps to	Digital and internet training mapped, as well as any gaps in provision by April 2024.	Commissioning Manager  Strategy and Performance Team	April 2024 - Mapping work allocated to Strategy and Performance team.  October 2024 – Initial engagement with partners to scope digital and internet training available to carers in capacity	

<sup>10</sup> Updated November 2024.

<sup>11</sup> Updated November 2024.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	London for carers. Bring agencies working in this space together. <sup>12</sup>	inform what is available for carers.			as carers and also as City of London residents. Follow-up to include sharing information with carers and identifying gaps.  November 2024 – noted carers feedback around duplication of digital projects and concern for those who can't use digital apps.	
On-going	18. Make a range of digital and internet training accessible to carers based on need.  Linked to 17.	Carers can access training to improve their digital and internal skills. This should help carers search for and access information.	Carers attend training.  Carers report feeling more digitally confident.	Commissioning Manager	There is an interdependency with action number 17 as this action can only take place when action 17 has been completed.	
By April 2024  Amended to on-going	19. Edit information and advice on the City Corporation website which is specific for carers including	Carers can access accurate information and be sign-posted to other sources of information.	Online platforms are updated by April 2024.  Carers find the information useful.	Communications and Engagement Officer	On-going amendments to website.  October 2024 – City Corporation staff met carers to discuss some of the carers pages on the City Corporation website.  November 2024 – carers invited to give feedback on content by 6 December.	

<sup>12</sup> Updated November 2024.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	<p>information for carers signposting them to relevant health resources e.g. charities for specific conditions.</p> <p>Also, consider the use of case studies to share City carers' unique experiences.<sup>13</sup></p> <p>Link to 14.</p>				<p>Noted carers feedback on needing accessible information in one place, including about services available to them, and avoiding information overload. Also request to clarify care navigator's role.</p>	

<sup>13</sup> Updated November 2024.



## Priority 5: Engaging with carers

To deliver on this priority over the next four years, we will:

- Strengthen engagement and co-design with carers (as part of a wider programme around co-production across the Department for Community and Children’s Services).
- Extend our reach to engage with more carers in our community.
- Respect and value the expertise of carers.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
Jan-Feb 2024 and then regularly review	20. Work with carers to agree their level of involvement in activities such as reviewing the carers strategy, the design and delivery of carer information and training for professionals.	Carers are aware of, and can chose to take part in, a range of engagement opportunities.	Carers feel their voice is heard in developing engagement activities.	Strategy and Performance Team	Jan 2024 – carers session on engagement. Agreed approach for 2024 so as not to overwhelm carers and allow choice over what activities carers would like to be part of.  June 2024 –agreed carer engagement is open to review so RAG rating remains yellow.	
On-going	21. Build and expand the network of carers who want to be involved in engagement activities.  Including	More carers have their voices heard.	More carers are involved in engagement activities.	Strategy and Performance Team  Carers support service	May 2024 – this is on-going, record kept of where people say they want to be involved with certain activities.  November 2024 – Promoted Carers’ Strategy annual review through carer and parent carer networks. Imago aware of desire to expand network and working	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	reviewing the Carers Forum. <sup>14</sup>				towards this. Also, noted carers' feedback about clarifying the purpose of the Carers Forum and ensuring feedback reaches the relevant people at the City Corporation or partner organisations. Action updated.	
By April 2024  Extended to by April 2025 <sup>15</sup>	22. Develop reward and recognition policy for different engagement levels and activities (wider piece of work across the Department of Community and Children's Services (DCCS).	Carers feel valued as experts by experience in their individual caring role.	Agreement for a reward and recognition policy by end of 2023.  Development and implementation of reward and recognition policy by April 2024.	Strategy and Performance Team	May 2024 – internal work to develop a wider DCCS reward and recognition policy underway.  November 2024 – DCCS work on-going. Also, noted carers' feedback around problems with using Tempo Time Credits; Imago to pick-up if carers can pool credits to use as a group.	
On-going	23. Develop feedback mechanism for engagement activities, such	Carers see more transparency around decision-making and where their input	Feedback mechanisms are included in project planning.	Strategy and Performance Team	Jan 2024 – you said, we did document developed alongside separate service specification you said, we did.	

<sup>14</sup> Updated November 2024.

<sup>15</sup> Updated November 2024.

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
	as 'you said, we did' documents', so that carers know their voices were heard and acted on, or where not acted on a reason is given.	has had an impact.	Feedback mechanisms are delivered as part of each engagement project.	Commissioning Manager	Taking on board carer feedback that 'we did' needs to be more specific in some cases.  October 2024 – review of co-production as part of the recommissioning of the carers support service completed. Carers felt their views were valued and heard and fed back some areas for improvements.	
Oct 2023 – Feb 2024  Extended to July 2024	24. Carers co-design the recommissioned carers support service.  Linked to 1.	Carers see their input and needs reflected in the specification for the carers support service.  Carers experience a service that meets their needs.	Carers co-design the specification for the carers support service by December 2023.  Carers report feeling valued and heard.  Carers support service commissioned early 2024.	Commissioning Manager	June 2024 - carers engaged with developing and agreeing the specification for the carers support service.  July 2024 - carers evaluate some elements of the service. Carers reviewed the co-production element - carers felt their views were valued and heard and fed back some areas for improvements.	

Timeline	Action	What will this mean for carers?	Success measure	Lead	Progress and impact	RAG rating
2024 – duration of contract	25. Carers are involved in contract monitoring for the recommissioned carers support service.	Carers feel their voice is heard and influences the monitoring and delivery of the contract.	<p>Carers support service commissioned mid-2024.</p> <p>Carers involved in and influence contract monitoring arrangements set up early 2024.</p>	Commissioning Manager	November 2024 – underway, carers commented on initial performance indicators.	