

Kingston Carers' Network

Draft Strategic Vision and High-Level Strategic Plan (2018-22)

1. KCN Strategic Vision for the next 3-5 years

- 1.1 The ambition of Kingston Carers' Network (KCN) is to improve the lives of unpaid carers of all ages in Kingston, by continuing to be *the* expert provider of independent information, support and advocacy.
- 1.2 In seeking to achieve this, KCN will:
 - 1.2.1 Continue to develop its competence, effectiveness and reputation as a local centre of excellence for caring and carers.
 - 1.2.2 Ensure that the role of caring and carers is understood and valued by all parts of the caring community, and by its potential sponsors and donors.
 - 1.2.3 Provide input into local authority service planning within the borough on behalf of carers.
- 1.3 Doing this has five key implications:
 - 1.3.1 The need to grow KCN's **capacity** as much as is practically possible to meet an ever-growing demand for its services.
 - 1.3.2 The need to develop KCN's **expertise**, knowledge base and high-quality service delivery.
 - 1.3.3 The comprehensive **measurement** of performance, in order to demonstrate outcomes and communicate the value of KCN.
 - 1.3.4 The need to **communicate** to the caring community and potential sponsors the benefits that KCN brings to the quality of life of individual carers and their families.
 - 1.3.5 The need to secure longer-term and more diverse (than current) **funding** streams that enable KCN to accelerate the achievement of points 1.3.1 to 1.3.4.
- 1.4 The following Draft High-Level Strategic Plan sets out the first steps for addressing these points.

2. Draft High-Level Strategic Plan

2.1 KCN will address the implications of its Vision through the following:

2.1.1 In the **short-term** (next 12 months):

- Prioritising key target areas of service delivery.
- Reorganising to support the priorities (including development of the volunteer base).
- Managing within short-term limitations (i.e. not always saying ‘yes’).

2.1.2 In the **longer-term** (next 3 years):

- Maintaining a strategic presence within the borough around the needs of carers.
- Building expertise through staff development.
- Securing longer-term funding streams.

2.2 Each of these areas will require specific initiatives (i.e. analyses of options, and the creation of action plans), as indicated below.

3. Specific Initiatives

3.1 Prioritisation

The clear identification of specific Adult Carers and Young Carers priorities within a single and holistic KCN ‘brand’ and culture. (Young Adult Carers may also be included at some future date.)

3.2 Short-term Reorganisation

The optimisation of the team structure and processes to enable a more effective deployment of *current* resources behind the priorities, whilst also allowing the CEO to focus more time on the development of *future* resources and funding.

3.3 Managing Within Limitations

The adoption of a realistic and shared approach to the management of the workload that enables current resources to be most effectively deployed against the priorities – which will mean saying ‘no’ to some things in order to maintain quality of service on the priorities.

3.6 **Maintaining a Strategic Presence within the Borough around Carers' Needs**

The development of strategic communications strategy (supported by measurable outcomes) that targets key audiences within the caring community, local authority, CCG, and other potential sponsors and funders.

3.5 **Building Expertise Longer-term**

The creation of an ongoing programme of staff upskilling and development to support the KCN Vision, and to foster a dynamic culture of learning and expertise.

3.4 **Securing Longer-Term Funding**

The exploration of new ways of generating longer-term income streams to enable the growth of team and organisational capabilities that go beyond project-based (i.e. 'restricted') service provision. Options might include the creation of a trading arm (e.g. charity shop), or the employment of a fundraiser.