

Business Plan 2019 — 2022

Supporting older people in Scotland



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Registered Charity SC24843

Limited Company SC158165



Chair's Foreword

Food Train is very proud of what we have achieved in recent years. There is much media attention and handwringing about the difficulties in providing meaningful care for older people often without a proper plan to help those very people. We provide hands on practical and effective support to allow older people to live longer, happier lives at home. We act for and with our members to improve their lives by bringing together volunteers and members, underpinned by a sound organisation.

No organisation should congratulate itself that it is doing everything right and we welcome the opportunity to reflect on where we are now and where we want to be in the future. Putting together this, our latest business plan has allowed us to do this.

We recognise that what has been done to take us from one area of Scotland to seven across the country is the result of a lot of hard work at all levels of the organisation. We also recognise that hard work is likely to be required in the years to come.

By setting out our Mission and Vision for the Charity for the next three years we aim to give ourselves the focus and drive to reach our ambitions.

The Food Train journey continues and we have set ourselves some interesting and challenging goals to grow and strengthen the Charity in the next three years. We are grateful to all who have contributed to putting this plan together and look forward to making it a reality.

Frances

Mrs Frances Campbell

Chairperson

Registered Office:

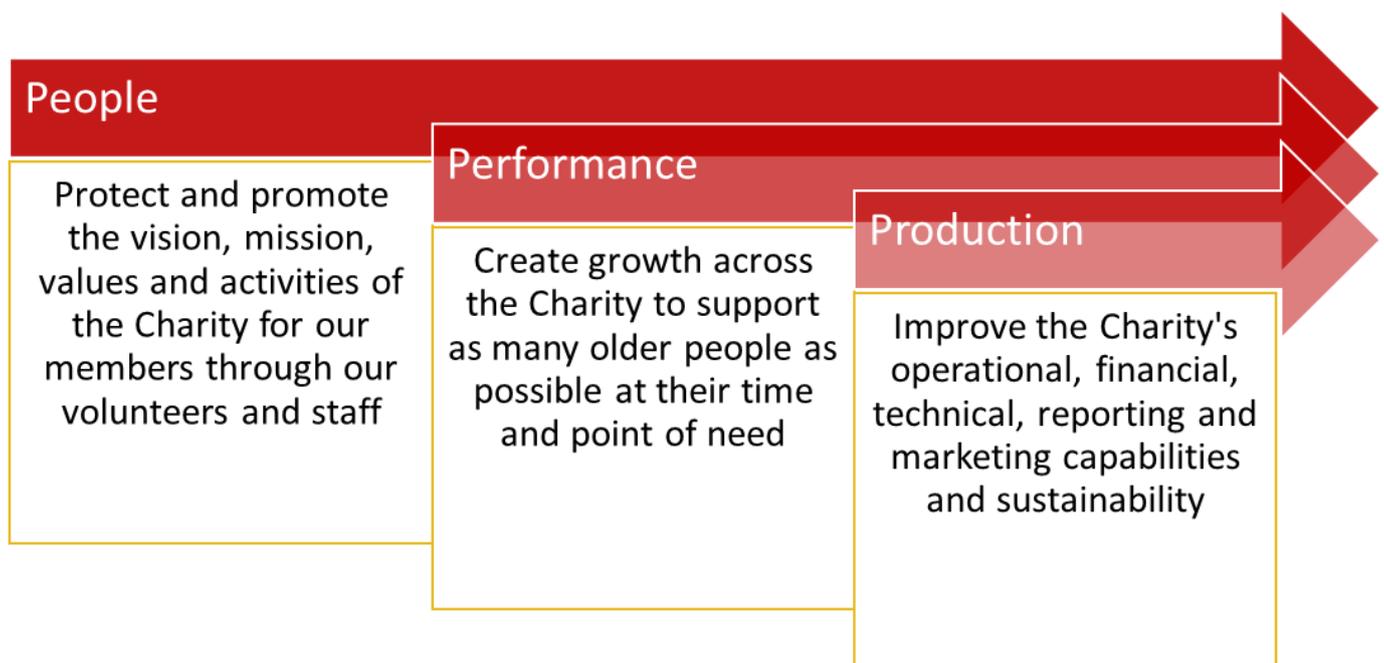
**Hestan Southwest, The Crichton,
Bankend Road, Dumfries, DG1 4TA**

Executive Summary

Living healthy and independent lives as we age is a universal goal, however evidence shows that Scotland's older population are living longer, but not healthier longer lives. The Food Train's older founders had a unique perspective on the challenges facing older people, one which helped them build a Charity offering practical help, companionship and compassion with a culture of respect for choice and independence. The result today, is a menu of services supporting older people to eat well, age well and live well independently at home for as long as they wish.

This new 3 year strategy delivers on our vision to help older people at their time and point of need and builds on the strong foundations that have seen Food Train grow from town to regional and national level. Our experience in mobilising volunteers and communities to support older people with high quality reliable service, means we are well placed to offer solutions to the changing needs of Scotland's older population.

There are three key areas of attention for Food Train over the next three years:



We have a great team of volunteers and staff, great partners and a strong sense of our history. We are proud to serve our members and are excited for the next chapter in Food Train's journey. This plan is ambitious and dedicated to improving the lives of older people in Scotland now and in the future.

Background

Food Train is a Scottish Registered Charity offering a range of services, provided by volunteers, to support older people in Scotland. Services include grocery shopping and home deliveries, household support, befriending, outreach library provision and reading and neighbourhood meal sharing.

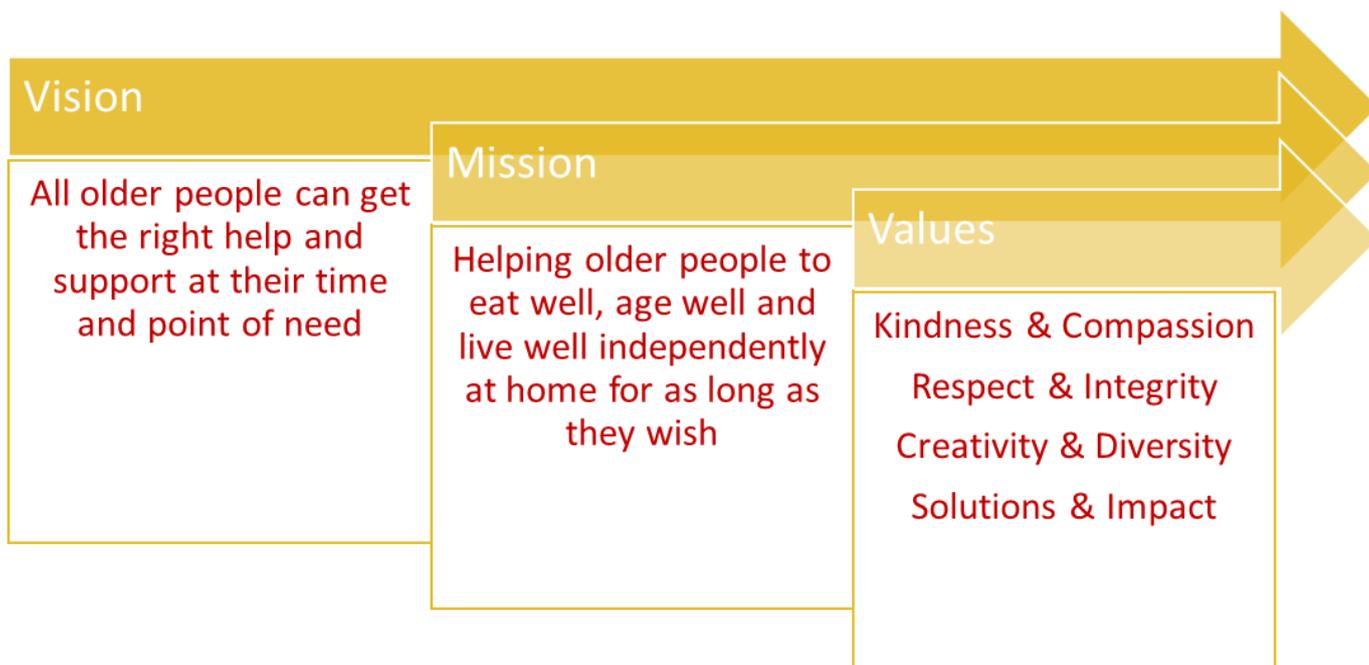
"Our aim is to help older people at their time and point of need, to eat well, age well and live well in their own homes for as long as they wish and are able"
- Food Train Trustees 2018



Set up by older people for older people, Food Train originated in Dumfries from the findings of a community survey which highlighted the daily struggles facing local older people. Launching the grocery shopping delivery service in 1995 with the vision that every older person should be able to get fresh and affordable groceries, regardless of their location and without means or health testing, Food Train founders were ahead of their time creating a simple, efficient, highly practical and sociable service—a guaranteed recipe for success that still works today.

With an ageing population, diminishing social care resources and evidence of increasing loneliness among older people, Food Train has been well placed to respond by expanding geographically to other areas of Scotland and expanding the range of services offered to include household support, access to library resources, befriending activities and meals provision. These new services have taken Food Train far beyond the original vision and encompass companionship, good nutrition and independent living support. Further geographical expansion to England & Wales, via licencing with other voluntary sector partners, is allowing us to bring food access to older people outside of Scotland. Listening and responding to the views of people lies at the heart of Food Train's culture, creating positive health and wellbeing outcomes for the older people we support and a great volunteering experience.

Our Vision, Mission and Values



Food Train People

Members — everyone using Food Train services is a ‘member’ of the Charity/Company, paying a £1 annual membership fee, allowing access to services, regular communications, attendance the AGM and involvement in democratic processes governing the Charity/Company.

Volunteers—It is the commitment and good will of volunteers which enable Food Train to exist and support the members. Our volunteers come from all parts of society, across many age groups and have a wide range of reasons for being involved. We pride ourselves on inclusive and supportive volunteering for all and ensuring the views, talents and contributions of volunteers are seen, heard and valued. The Trustees who form the committee overseeing Food Train on behalf of the members are also volunteers with a range of skills and expertise appropriate to governing the Charity.

“You have managed to pinpoint all the vital jobs that need doing and have given people confidence in the knowledge that you are there.”

Food Train Member

Needs Analysis

In recent years, under increasing financial pressures and within the legislative framework of health and social care integration, socially based models of help at home have been replaced with a medical model. Caring has been up-skilled toward personal and medical care tasks, reducing the focus on general domestic and practical support, creating a growing range of daily living challenges for older people. The ongoing reduction in community meals services, public sector provision of day centres and reducing numbers of older people receiving funded care at home, will have a continued impact on the older population. We believe the number of people who need our services now, and in the future, will continue to grow.

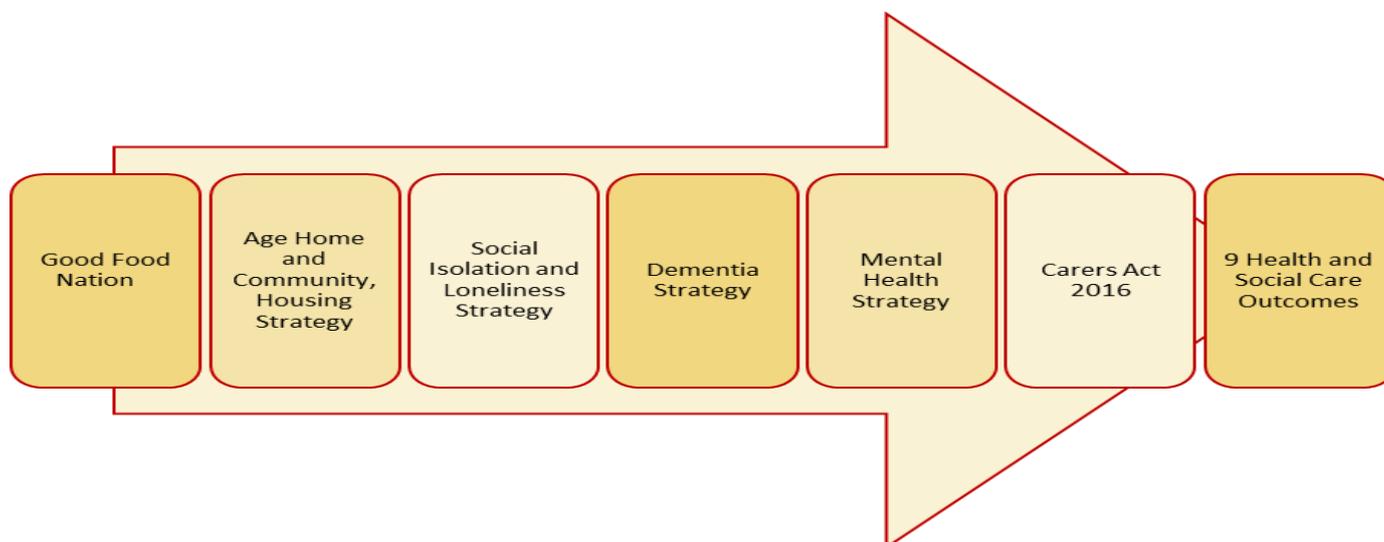


Food Train works proactively to assist older people at their time and point of need, helping those wishing to live independently at home. By understanding the challenges facing older people we can provide practical help, advice and companionship that gives instant benefits and helps independent living. We support the work of paid and unpaid carers and support older people in receipt of informal and formal care.

Offering solutions for the changing needs of older people in Scotland

Preventative Impact

The Scottish Government has set out its vision for Scotland's older population as enabling older Scots to live healthy, active and independent lives. This is underpinned by a range of health and social care outcomes that Food Train services directly contribute to. In addition there are numerous Scottish Government commitments, strategies and intentions positively supported by the impact Food Train has on the lives of older people.



Feedback from our members shows the impact of our preventative approach. We know they can eat more, eat an improved diet, feel less at risk of falling, feel less lonely, feel more cared for at home and worry less about coping on their own. The average length of a hospital stay aged 65+ is 10.45 days and 75% of delayed discharges relate to lack of care packages, costing £233 extra per day. It builds the economic argument for effective preventative support to be available to older people to help them live well at home.

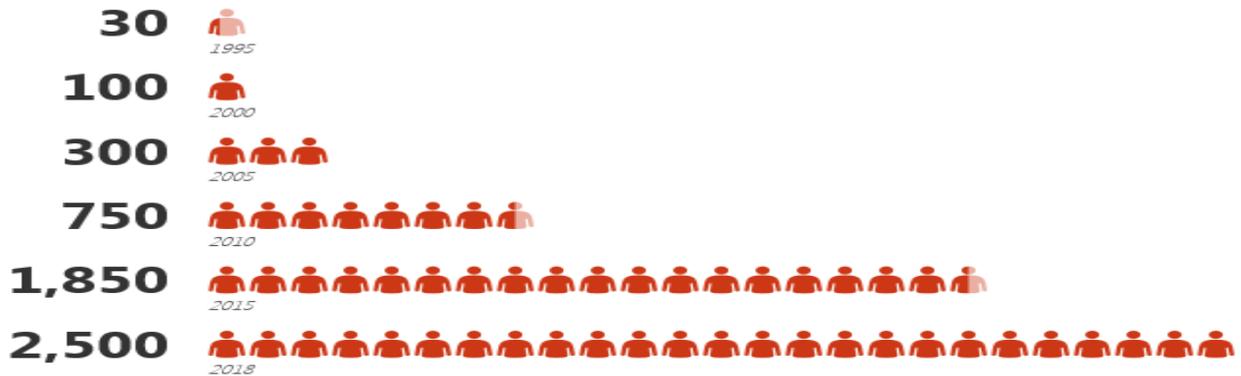
Malnutrition is a public health problem costing the UK an estimated £23.5 billion. Health and social care costs for a malnourished patient are £7408 and a non-malnourished patient £2155. NICE (2006) estimated the NHS could save £45.5 million if appropriate screening, training, interventions and treatment were available for malnutrition. With 93% of malnutrition and risk present among those living at home, Wilson (2009) noted the significant impact community projects have in preventing malnutrition. NICE reported the work of Food Train saying "The outcomes of the project indicated that it was successful on a number of levels, demonstrating cost effectiveness economically for investors and customers alike as well as tackling causes of malnutrition such as isolation, depression, lack of access to shops, services and increasing knowledge of health and wellbeing."

Food Train's economic benefit to health and social care costs has the potential to decrease unnecessary spend while improving the lives of older Scots.

Growing Food Train

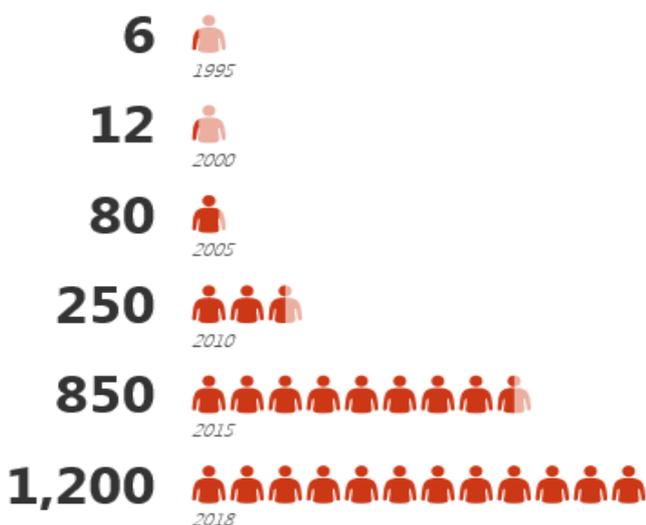
Since 1995, the number of older people using our services, and the number of volunteers providing these services across communities, have grown significantly. From the very early days where numbers were in single figures, there are now over 3700 people connected to Food Train.

MEMBERS



Food Train has no directly comparable competitors within its own sector. Private sector grocery retailers offer on-line shopping delivery services to a wide market, but these are not available in all locations and there are barriers to our members using this type of service, such as access to computers, lack of assistance creating a shopping list and lack of help to unpack and put shopping away. There are a variety of private and independent home care agencies where private carers can be paid to help with grocery shopping; this can be expensive to individuals as hourly rate charges can often exceed the cost of the weekly grocery shopping. While there are other charities providing home support and befriending, our Library and Meal Makers services are unique like our shopping service.

VOLUNTEERS



25 regions of Scotland are without a Food Train branch and potential remains for continued geographical expansion in the areas who need us, with whole new areas, or expanding existing areas into neighbouring regions. However the austere funding climate is a major barrier. Potential also exists in our 7 existing branches, to bring all 5 services to each area. The establishment of our first full licence partner in England & Wales, also signifies a market for growth outside of Scotland

Menu of Services

Food Train services are region wide in seven area branches in Scotland. Meal Makers is a national project available across the whole country. Each local branch has developed its own menu of services depending on what is, or is not, already available locally. Our first preference is to link up with other organisations to give more support to members, but in the absence of other services, and such services being requested by members, we will look for funding opportunities to develop add-on services.

Dumfries & Galloway—Shopping, Meal Makers Extra, Friends

West Lothian—Shopping, Meal Makers, Extra, Library

Stirling—Shopping, Meal Makers

Dundee—Shopping, Meal Makers, Friends

Glasgow—Shopping, Meal Makers, Extra, Friends

Renfrewshire—Shopping, Meal Makers, Extra

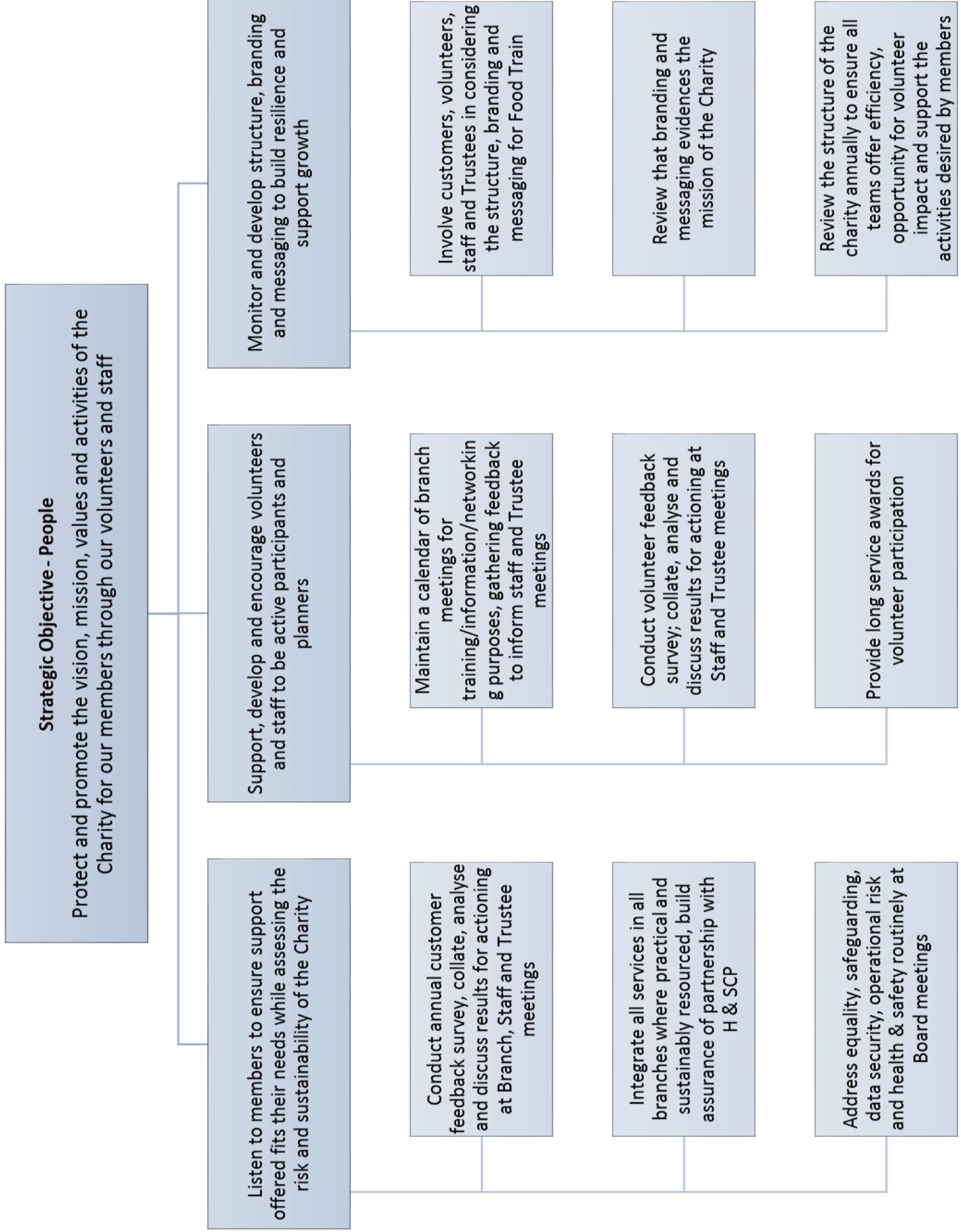
Scottish Borders—Shopping, Meal Makers

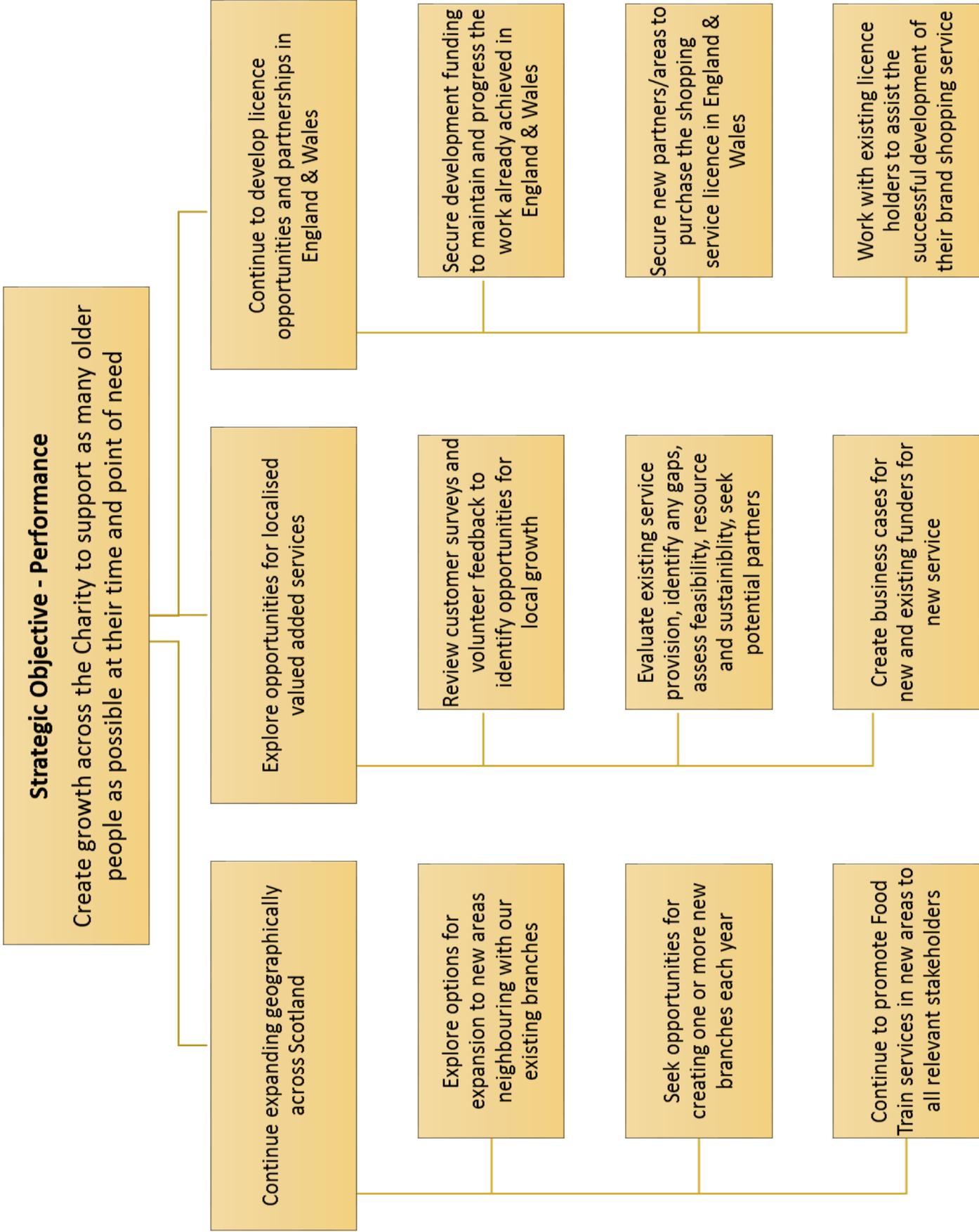


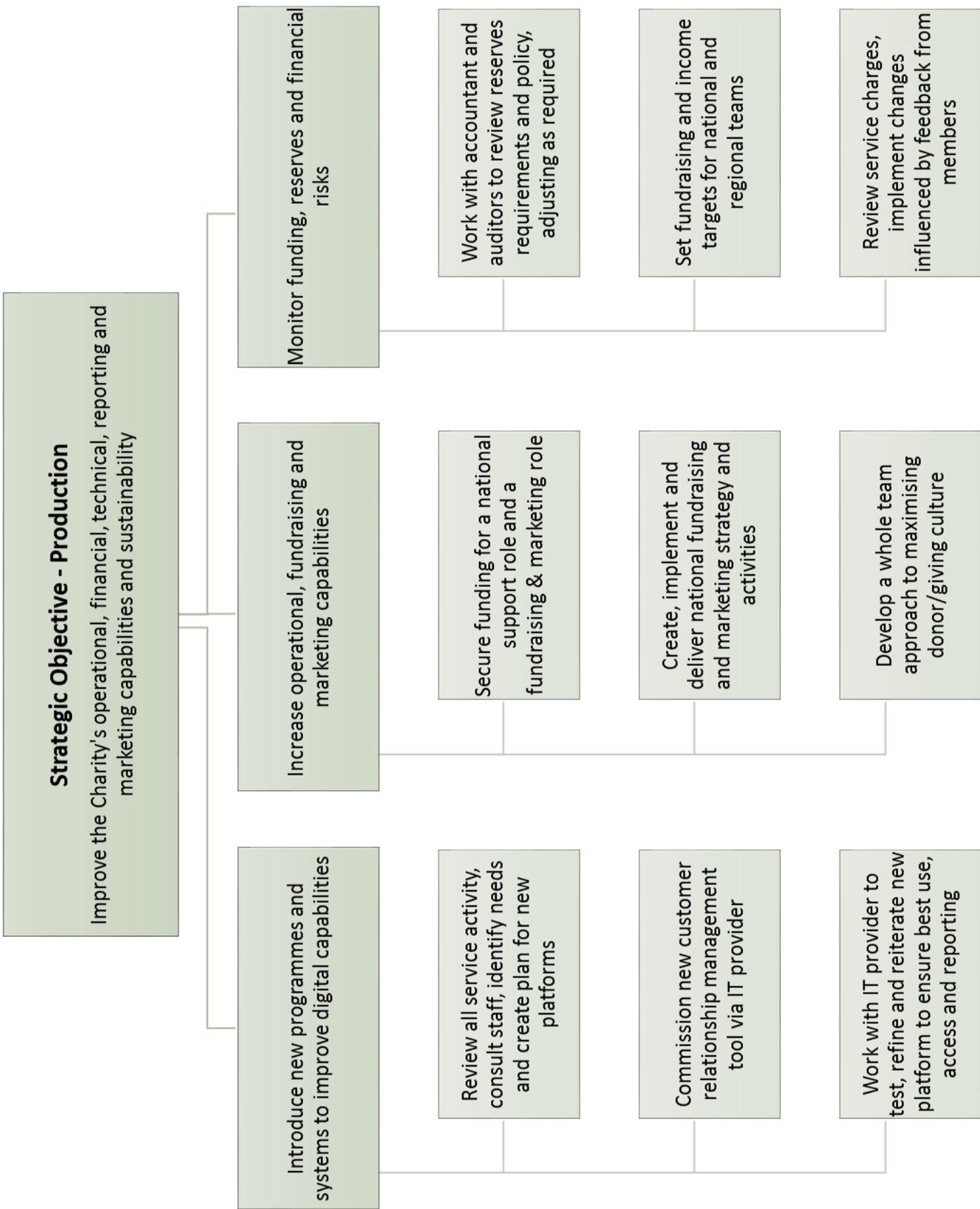
Ambitions and Actions

Our members, volunteers and staff have contributed their experiences and views in the development of our ambitions and actions. The graphic below, followed by the Strategic Objectives set out on the next 3 pages, sets out what we aspire to during 2019 to 2022.









Legal Structure

The Food Train Limited (Food Train) is a Scottish Registered Charity (24843) and Company Limited by Guarantee (158165), governed by a Board of Volunteer Director/Trustees. The governing document is a Memorandum and Articles of Association , which is periodically reviewed by the Board. Food Train is registered with, and regulated by the Office of the Scottish Charities Regulator (OSCR) and Companies House.

Data Protection

Food Train is required to collect, store and process the personal data of certain individuals to carry out our day to day charitable activities, meet our aims and vision and comply with legal obligations. We are committed to ensuring that all the personal data we handle is done so in line with the EU General Data Protection Regulation (GDPR). Food Train's Privacy Policy clearly outlines what personal data we hold, why we hold it, what we do with it, how long we retain it for, how we keep the data secure, and how data subjects can exercise their rights in relation to our handling of their data. We have robust measures in place to avoid a data breach, however in the event that a breach might occur, we have a Data Breach Procedure and provide staff and volunteer guidance in relation to the practical implementation of our Privacy Policy and Data Breach Procedure. We endeavour to ensure privacy is built into the design of all new projects and, where appropriate, carry out a Data Protection Impact Assessment to ensure we identify and minimise any data protection risks presented by a new project.

Equality & Diversity

Food Train fully recognises the Equality Act 2010 and is committed to eliminating discrimination and encouraging diversity across all people involved with Food Train. Our aim is that our people will be representative of all sections of society and that everyone feels respected able to give their best. Our Equality Policy offers fairness for all via employment or volunteering and discourages discrimination on any basis. We oppose all forms of unlawful or unfair discrimination. All members, volunteers, employees and stakeholders will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. Everyone will be encouraged and helped to develop their full potential, and the talents and resources of all our people will be fully utilised to strengthen the Charity.

Risk Management

Food Train has a comprehensive Risk Policy that covers all aspects of the Charity. The risks identified, mitigating actions and their suitability, are reviewed annually by the Board in tandem with standing Board Meeting Agenda items. Risks are broadly grouped into reputational and compliance, people, operational and financial. The Charity takes a broad view of risk taking, from healthy risk taking in operational categories, to zero appetite for risk in reputational categories. A process of identify, analyse, act, evaluate and review is used to manage risk with the learning applied to inform and update the Risk Register accordingly.

For the duration of this plan, the Trustees view the undernoted as the most significant strategic risks facing Food Train:

- ◆ the Charity suffers continuous and significant inability to remain legislatively and legally compliant
- ◆ The Charity's people lack the structure, clarity, skills, expertise and vision to successfully forward plan and steer the Charity for the benefit of its members
- ◆ The Charity has continuous and prolonged difficulty in delivering, or fails to deliver, its charitable aims and objectives for members

Financial Management

Food Train is funded by a mix of public sector funding, independent grants from trusts and foundations and money generated by service charges and fundraised/donated income. Regional and project budgets proportionately share generic national costs, staff apply lean principles to spending and maximise opportunities to secure new donors and funders, thus adding to our financial efficiency year on year. Day to day finances are overseen by the national staff team who report directly to the Board who have fiduciary oversight on behalf of the members.

A calendar of local and national fundraising activity is designed and delivered based on previous learning of what activities worked well. Growing our income via fundraising and donors year-on-year is a key activity for this new plan and if achieved, will help improve the balance of our funding mix and bring greater security to the Charity.

References

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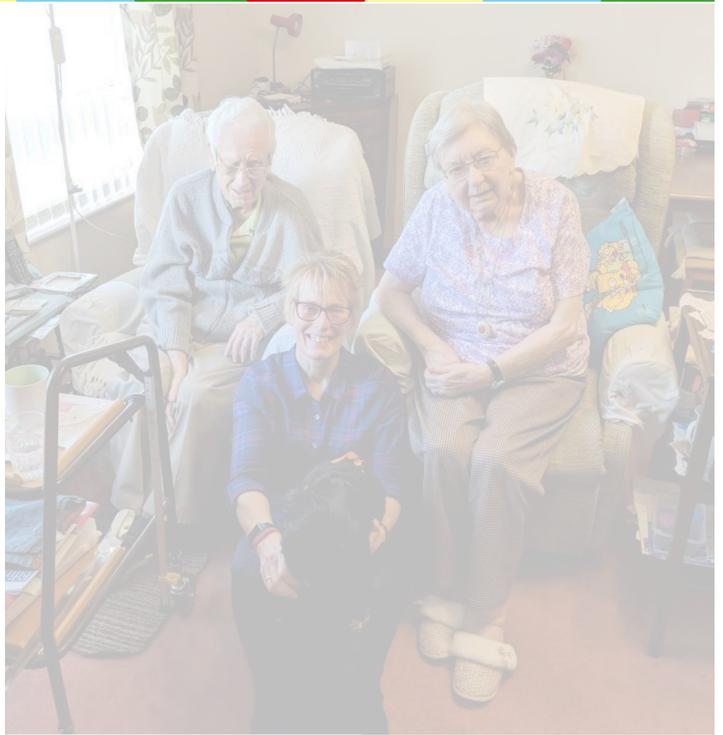
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